



Wellhouse: the Place to Be



**wellhouse**  
Housing Association

**Business Plan 2025/26 to 2028/29**



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## EXECUTIVE SUMMARY

This document is the Business Plan of Wellhouse Housing Association (WHA) for the period 2025/6 to 2028/29. The Business Plan provides a strategic framework for managing our services and our overall business over the next three years. It also informs our relationships with WHA's customers, funders, regulators, and partner organisations.

The Business Plan includes information about the following aspects of WHA's plans:



### About Wellhouse Housing Association

Wellhouse Housing Association is a community-based housing association and an independent not-for-profit social business. We own and manage 792 homes; all located in the Wellhouse neighbourhood in Greater Easterhouse.

WHA is led by a voluntary Management Committee whose members have a wide range of relevant skills and experience. This includes strong local insight into the needs of our customers and community, and relevant experience gained from working, volunteering and lived experience. The Committee is responsible for providing leadership, direction, and scrutiny, while the Director and Senior Management Team lead operational management.

WHA was set up in 1994 as one of several community-led housing associations whose role was to address poor housing and estate conditions in neighbourhoods across Greater Easterhouse.

#### WHA's achievements since 1994 have included:

- Raising over £40 million to invest in existing and new housing in Wellhouse.
- Greatly improved services, based on the needs of our customers and community.
- Having an on the ground presence, making Wellhouse a more stable and safer place.
- Setting up Wellhouse Community Trust, which developed into a fully independent social enterprise.
- Building the Hub, which brings together a range of community services under one roof.
- Enabling people to have greater control over the decisions that affect their lives.
- Continuously enhancing our service offering.

## Operating Environment

The Business Plan identifies external and local factors that impact our business strategy. Responding to such factors is always important but is particularly so at present when social landlords are exposed to uncertainties and risks and many of our tenants are also struggling. The key pressures include:

- The impact of volatile inflation and the cost-of-living crisis on Wellhouse HA tenants.
- The impact of rapidly increasing land and development costs and recent cuts to the Affordable Housing Supply Programme.
- Addressing Net Zero targets and retrofit costs.
- Rising property maintenance costs, caused by Brexit and other global economic factors.
- Accelerating Universal Credit migration, which is damaging to tenants and WHA's income streams.
- The developing economic impact of war in Ukraine and other global uncertainties.
- Continuing cuts in Glasgow City Council budgets for essential neighbourhood services.
- Climate change obligations for Scotland's housing to be met over the next 10 years.

The Business Plan shows how WHA will monitor (and, wherever possible) address risks caused by our operating environment. This will be a bigger challenge in areas we cannot control, such as the performance of the economy. In such cases, we will assess the impact and incorporate this in our decision making. On those matters we do control, for example our how we can most effectively use the resources available to us and our budgets and spending we will take appropriate action.

## WHA's Strategic Direction 2025 to 2028 has three elements:

### **Consolidation and continuous improvement**

We will focus on our core activities as a social landlord and property manager.

In doing this, we will seek continued improvement in our performance, invest in our tenants' homes, increase our community engagement activities, and get to know our customers' aspirations and priorities better.

### **A positive force for renewal in Wellhouse**

We will nurture and strengthen our partnerships with like-minded organisations to deliver tangible and positive support and social benefits for the residents and community of Wellhouse.

### **Growth**

We will pursue our interest in building new homes on three development sites in Wellhouse, to improve the choice and quality that is available in the area and to complete the physical regeneration of our area.

## Strategic Objectives and Priorities 2025 to 2028

WHA's plans for the next three years are based on the **five strategic objectives** shown below. These describe the impact we want to across the principal areas of our business.

Alongside each objective, we have set a selection of **the results we aim to have achieved by (or before) the end of the Business Plan period in March 2028**. This is shown in Appendix 2.

- 1** Strategic Objective - Funding  
Remain a financially secure business by maximising income and achieving best value through efficiency
- 2** Strategic Objective – Communication  
Engage with stakeholders using preferred communication methods to achieve a cohesive inclusive community
- 3** Strategic Objective – Stock Improvement  
Invest in our properties to improve energy efficiency and provide high quality homes
- 4** Strategic Objective – Can do attitude  
Encourage innovative thinking and empower colleagues to problem solve
- 5** Strategic Objective – Estate Improvement  
Create a vibrant well-maintained neighbourhood where people are proud to live

## 1. Introduction

This Business Plan is Wellhouse Housing Association's main strategic planning document, covering the period April 2025 to March 2028.

The foundation for the Business Plan is the vision set by our Management Committee:

### Wellhouse: the Place to Be

This statement expresses our vision of Wellhouse as an attractive place where people feel happy and safe, benefit from having a lovely home and an attractive environment and feel proud to be part of a vibrant community.

The Business Plan describes how we will make this vision a reality. In developing the Plan, the Management Committee and Staff Team have:

- **Reflected** on our operating environment as well as our own internal strengths and weaknesses
- **Decided** our strategic objectives and business strategy, and the outcomes we will seek to achieve over the Business Plan period.
- **Agreed** our priorities and the key actions we need to take to deliver our strategy.
- **Ensured** that we have the resources needed to put our plans into action and that all our major strategic documents form a coherent whole.
- **Considered** the risks associated with our strategy, the level of risk we are prepared to accept and the means we will use to mitigate the risks.

Given the current political and economic uncertainties in the UK and wider global issues, plans cannot be set in stone and must be capable of adapting to changes in circumstances.

For this reason, the Business Plan will be reviewed and updated annually. This will take account of changes in our operating environment and within our business, as well as continuing conversations with tenants and residents and our external partners and stakeholders. Our work on customer profiling and re-starting our customer engagement strategy will provide an ideal platform for gathering detailed feedback from our customers, so that we have a clear picture of their priorities for the future.

This year's Plan is a **comprehensive Business Plan**, following a full review by the Management Committee of Wellhouse's strategy and priorities.

We will prepare **Business Plan Updates** in years 2 and 3 of the planning cycle. The Updates will be shorter than this year's base Business Plan, but will still review key strategic, delivery and financial matters and describe our priority actions for the year ahead.

The Business Plan is structured in four parts:

<b>Chapters 2 to 5</b>	<ul style="list-style-type: none"><li>• Contextual information about Wellhouse</li><li>• Statement of our vision and values, and the strategic objectives the Management Committee has set.</li><li>• Detailed analysis of our operating environment and stakeholder relationships and how these shape our plans.</li></ul>
<b>Chapter 6</b>	Our business strategy for the next three years, including: <ul style="list-style-type: none"><li>• The outcomes we will be looking to achieve.</li><li>• How we will measure our performance.</li></ul>
<b>Chapters 7 to 10</b>	<ul style="list-style-type: none"><li>• Detailed description of current and future issues in each of our main service/ business areas.</li><li>• Summary of the main priorities we will address in the first year of the Business Plan.</li></ul>
<b>Chapters 11 to 13</b>	Detailed assessment of <b>cross-cutting areas</b> that have a major bearing across all parts of the business. These areas addressed are: <ul style="list-style-type: none"><li>• Value for Money.</li><li>• A Strategic Risk Assessment.</li><li>• Our financial plans and projections.</li></ul>

The Business Plan has a set of appendices to provide a more detailed illustration of issues that require this.

Appendix 1 details our Business Planning Process. This is consistent with the Scottish Housing Regulators recommended practice.

## 2. The Association's Business Profile, History and Achievements

### Business Profile

Wellhouse Housing Association (referred to as "Wellhouse" or "WHA" throughout this Plan) is an independent social business that operates exclusively in the Wellhouse area of Easterhouse. We are a not-for-profit, ethical organisation, meaning that we reinvest any surpluses we make for the benefit of our customers instead of distributing them to shareholders.

WHA has the following statutory registrations:

- Office of the Scottish Charity Regulator: Registered Scottish Charity
- Scottish Housing Regulator: Registered Social Landlord
- Financial Conduct Authority: Registered Community Benefit Society
- Scottish Government: Registered Property Factor

The following graphic gives an **overview** of some of the main features of our business:

<b>Community based housing association, registered in 1994</b>
Governed by volunteer Management Committee
Owner and manager of all social rented homes in Wellhouse
Provider of comprehensive housing, estate and asset management services
80.67% tenant satisfaction rating with WHA's overall service (ARC2024/25)
Easthall Residents Association is an anchor organisation for Wellhouse
16 office-based staff and 4 estate management staff
Stable and capable workforce and governing body
<b>WHA now owns and manages 792 homes, all located in Wellhouse</b>
Also factor for 54 properties and owner of a small portfolio of 4 commercial properties
Average weekly rent for 3 apartment £88.11 in 24/25 (Scottish average £96)
Rent increase 3.3% for 25/26
3 new build projects under consideration, potential to provide circa 150/160 homes in next 3/5 years
<b>WHA is a significant social business. Our audited accounts for 2024/25 show that:</b>
Our turnover was £4,481,512
Our operating expenditure costs were £3,640,744
21% of our turnover was spent on staffing costs
Our operating surplus was 19% of our annual turnover
The net book value of our housing stock was £26m
We had £6.2m of bank loans to be repaid in the long term (at 31 March 2025)
We had cash at bank of £3.8m (at 31 March 2025)

## Our Story

Our roots go back to the 1950s when Glasgow Corporation conducted large-scale inner city slum clearances. This was accompanied by the building of new peripheral housing estates on the city's outer edges to rehouse those whose homes were being demolished. Easterhouse was the largest of the new estates and was built to accommodate a population of 50,000 people.

- By the 1980s, many communities in Easterhouse including Wellhouse had serious housing and social problems, often triggered by the decline of traditional industries and resulting unemployment.
- In Easterhouse, these issues were aggravated by a lack of amenities, isolation from the rest of city and a top-down management approach by the local authority in responding to the decline of neighbourhoods such as Wellhouse.
- These factors led Glasgow City Council to make a major shift in policy by transferring the ownership of homes at a neighbourhood level to a new breed of community-controlled housing associations. 31 years on, the eight community ownership landlords in Greater Easterhouse have greatly improved housing conditions and arrested neighbourhood decline, but levels of poverty and inequality remain among the highest in Scotland.

In Wellhouse, a tenants' steering group was set up in 1989 to seek the transfer of homes from Glasgow City Council to community ownership. Community activists showed persistence throughout a five-year process that led to the registration of Wellhouse Co-operative (now Wellhouse Housing Association) as a social landlord and the transfer of 324 sub-standard homes to community ownership. A second successful stock transfer from Glasgow Housing Association took place in 2010, with the result that all social rented homes in Wellhouse were finally in the ownership of WHA. However, physical regeneration of the area has still to be completed, with a number of vacant and derelict sites blighting the local environment.

## Our Achievements

In 2024, WHA celebrated our 30-year anniversary as an independent RSL.

Throughout that time, we have acted as the landlord, developer, and manager of housing in Wellhouse, while also seeking to improve the quality of our neighbourhood and to strengthen our community. We have shown that sustainable neighbourhood renewal can best be achieved in fragile communities through local control, involvement and management. This outcome would have seemed unimaginable when community ownership was first mooted in the late 1980s.

During this time, our achievements have included:

- Raising over £40 million to invest in existing and new housing in Wellhouse, to achieve a transformation of housing conditions in our area.
- Delivering improved services, by taking a responsive approach to service delivery and investment that is based on the needs of our customers and community.
- Having a constant on the ground presence in the community, using our local housing service and partnerships to make Wellhouse a more stable and safer place.

- Setting up Wellhouse Community Trust, which in time has developed into a fully independent social enterprise offering services in communities throughout Greater Easterhouse and the wider east end of Glasgow.
- Building the Hub, a large community facility to bring together housing, childcare, employment, and training services all under one roof. The building also contains a community café, and community space. The facilities are well used by the community and local organisations.
- Being a pioneer in promoting an asset-based approach to community regeneration, enabling people to have greater control over the decisions that affect their lives.
- Continuously enhancing our service offer in response to local needs, for example by establishing an income advice service, on the ground estate management services and improved digital services.
- Investing in our IT systems and processes to ensure we keep improving customer service.
- Introducing shared equity housing for people who want to buy a new home in Wellhouse and securing grants for homeowners to enable energy efficiency improvements that benefit the owners and our tenants who live in mixed tenure buildings.
- Managing significant organisational change successfully, not shirking tough decisions to ensure that WHA continues to be a strong, independent housing association serving the Wellhouse community.
- Became a supportive ethical employer.
- Worked with partners on ensuring biodiversity as a way of protecting local amenities and delivering on our ethical objectives and managing flood risk.
- Put in place plans for retirement living blocks and lifetime homes to address the developing needs of our community.

Over the years, supporting and strengthening the Wellhouse community has been important to us, and this will always be the case.

How we do this has changed, evolving from the direct provision of services to a “community anchor” approach whereby.

- We provide services direct (e.g., the income advice service because of its direct relationship to our core business).
- In other areas we collaborate with community and third sector partners who have the expertise and resources to deliver what is needed.

This has allowed WHA to sharpen our focus on our core role as a landlord, so that we provide excellent services, get reinvestment right and progress our plans for new homes so that the physical regeneration of Wellhouse can be completed.

So, as we continue our journey towards making Wellhouse **“the place to be,”** we will continue to build on our achievements and act on what we can do better to deliver the best possible results for our customers and the Wellhouse community.

### 3. Vision, Values and Strategic Objectives

#### Our Vision

Our vision is:

## Wellhouse: the Place to Be

This simple statement expresses our vision of Wellhouse as an attractive place where people feel happy and safe, benefit from having a lovely home and an attractive environment and feel proud to be part of a vibrant community.

#### Our Values

We are committed to ensuring that the behaviour of our people reflects the importance we place on our values. Wellhouse' values are the basis for the work we do in partnership with our tenants, our people and other stakeholders.



#### **CARING**

we will strive to be the best we can for our communities.



#### **OPEN**

we will be open and honest about what we do.



#### **RESPECTFUL**

we trust and respect our customers and each other.



#### **EMPATHY**

we will listen and see things from our customers perspective.

## Our Strategic Objectives

Our strategic objectives are the overarching aims we have set for the next three years, in particular the impact we want to make as:

- A housing provider
- A partner in supporting the Wellhouse community, and
- In the management of our organisation.

### Wellhouse's five strategic objectives are:

**Funding** - a financially secure business by maximising income and achieving best value through efficiency

**Communication** - Engage with stakeholders using preferred communication methods to achieve a cohesive inclusive community

**Stock Improvement** - Invest in our properties to improve energy efficiency and provide high quality homes

**Can do attitude** - Encourage innovative thinking and empower colleagues to problem solve

**Estate management** - Create a vibrant well-maintained neighbourhood where people are proud to live

All the activities described in the Business Plan flow from these objectives. To make we are clear about what we will do in addressing the strategic objectives:

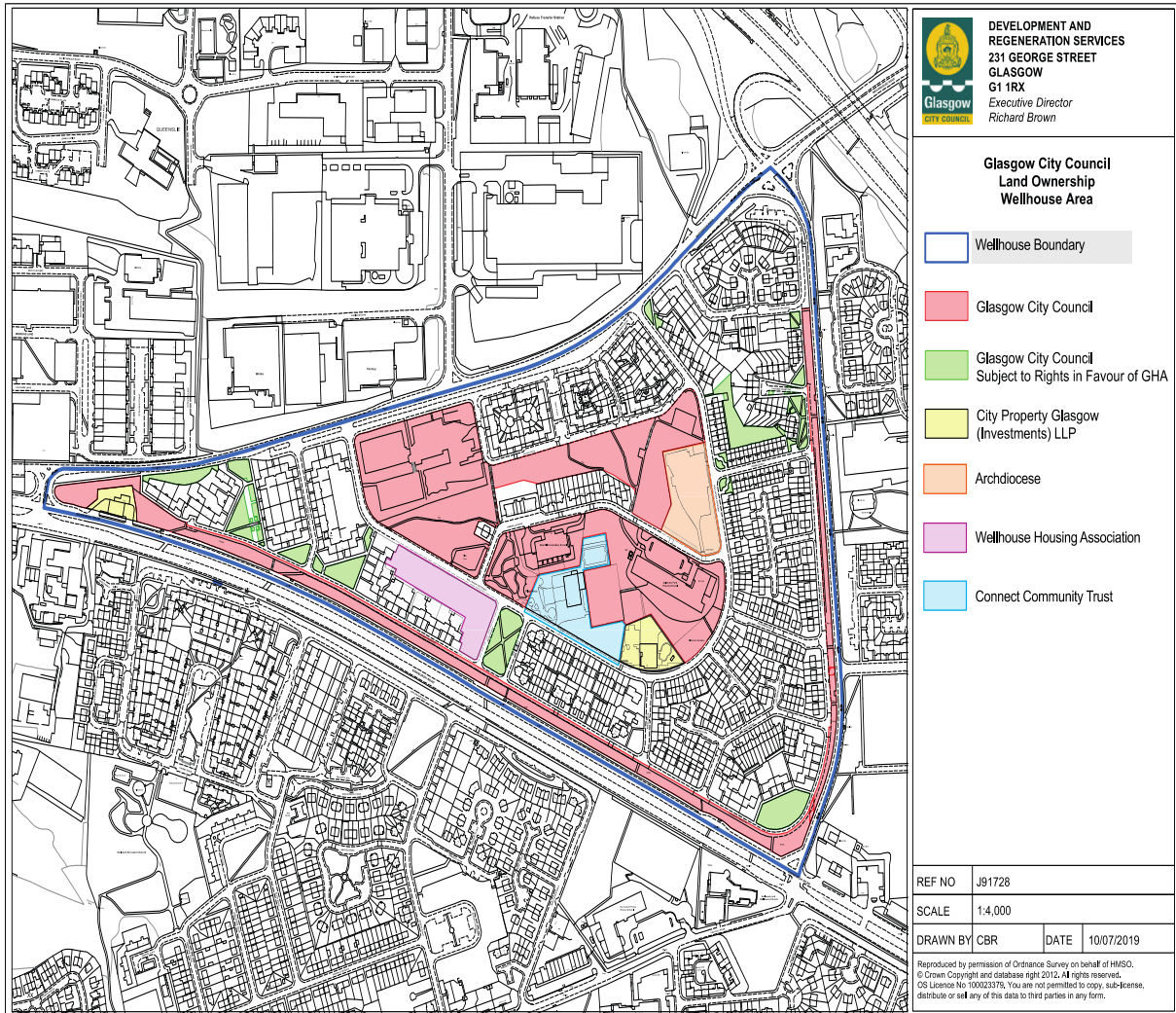
- Chapter 6 of the Business Plan describes our Business Strategy relating to each strategic objective, and
- The subsequent chapters of the Plan summarise the main actions we will take in the first year (2025/26).

## 4. Strategic Analysis

This chapter describes the local and wider environments that Wellhouse works in, and the issues this raises for our strategy. The chapter uses statistics and data from a wide range of sources.

### Area of Operation

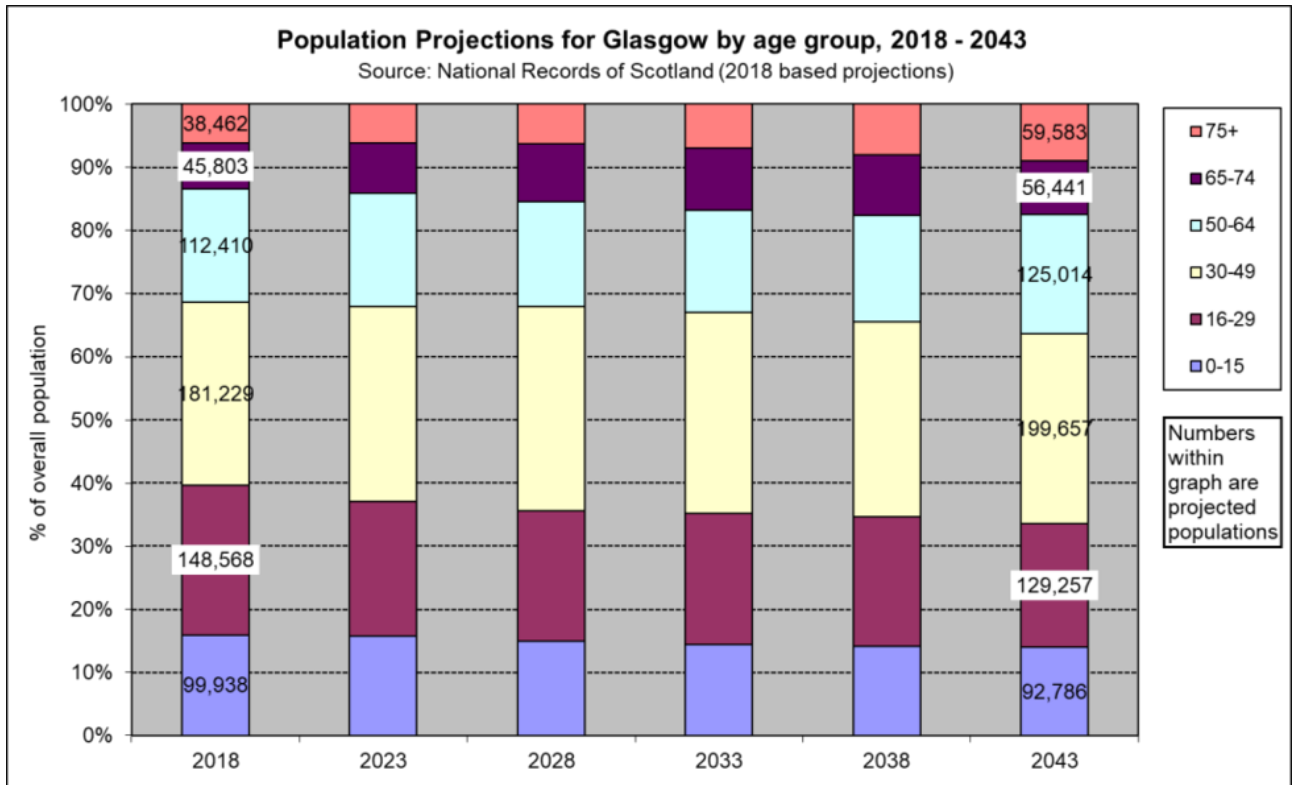
The Association works exclusively in the Wellhouse neighbourhood as shown in the following map:



### Population and Households

Glasgow's population is set to increase in the present decade, along with the number of households. Both factors will contribute to increased demand for affordable housing. This housing need is further emphasised by the formal declaration of a housing emergency in November 2023 due to pressure on homelessness services.

## Glasgow's population 2018 to 2043



- Glasgow's population has risen in the last 16 years after decades of decline. In 2023, the city's population stood at 631,970.
- Between 2007 and 2019, the birth rate in Glasgow exceeded the death rate and along with inward migration to the city, this contributed to a steady rise in the city's population.
- Projections suggest that the city's population is set to get older with the population of over 50 years of age predicted to rise by 44,000 between 2018 and 2043 to 241,000.
- The number of households in Glasgow is predicted to rise by 12% by 2043. Single adult households are projected to rise further to account for 45% of all households in the city by 2043.

While we know that Glasgow's population increased by 4.6% between 2011 and 2022, more local results show that for the same period, the population estimates in the Baillieston ward also increased by 7%. This is likely to be as result of both RSL new build developments and GCC promotion of developments providing new homes for sale.

The City Council's projections for Multi-Member Wards suggest that **increases in population and households for Baillieston ward will be in the region of a further 4% in the period to 2028.**

- A key issue is whether we see only new owner-occupied housing or whether traditional Greater Easterhouse communities like Wellhouse also benefit from new housing.
- Increases in population may help to make local services and amenities more sustainable

Glasgow's overall non-white British ethnic population has more than tripled from 53,000 people in 2001 to just under 170,000 in the 2022 Census.

The number of **ethnic minority households living in social housing in Greater Easterhouse** has been increasing for some years now but is still slightly below citywide levels.

- The 2022 census shows 85.7% of the population in Glasgow Northeast were White British or Irish ethnicity. This compares to 80.7% for Glasgow and 92.9% for Scotland.

Wellhouse is conducting a Tenant Survey in our area in 2025/26. This will provide improved local information about ethnicity and other protected characteristics, enabling us to tailor our service delivery as required.

### Poverty and Inequality in Wellhouse

The 2020 Scottish Index of Multiple Deprivation (SIMD 2020) provides profiling results for a small geographical area. Property owned by Wellhouse is incorporated within 3 data zones. These figures are updated every 4 years. In 2025, this is the most recent data with the next update being available in 2026, incorporating the 2022 census data. The data results are shown below.



The combined population of the three data zones is reported in SIMD 2020 as 2,594 people, 1,768 of whom were of working age.

SIMD 2020 produces data for 7,000 small areas in Scotland, with a ranking of 1 representing the most deprived area in Scotland and a ranking of 6,976 being the least deprived.

The graphics below show how the three Wellhouse areas were ranked in the 2020 SIMD. All areas have rankings that are among the very worst in the whole of Scotland, underlining the sheer scale of poverty and deprivation in the area.



Comparing the 2020 results with the SIMD carried out in 2016, although some progress has been made, all areas remain in the top 5% of deprived data zones.

	SIMD code 10118	SIMD code 10120	SIMD 10129
<b>Overall rank 2016</b>	10	74	32
<b>Overall rank 2020</b>	46	92	34

The SIMD also illustrates how each data zone fares on a wide range of more specific Indicators. These provide actual results drawn from various official sources, rather than rankings that compare different areas. The following table shows the results for the three Wellhouse data zones, alongside the same information for Glasgow and with Mount Vernon and Sandyhills which has been chosen as an example of an affluent community that is relatively close to Wellhouse, it also has 3 data zones. In the comparison:

**Pink shading** represents the worst result.

**Green shading** represents the best result.

SIMD Indicator	SIMD 10118	SIMD 10120	SIMD 10129	Glasgow City	Mt Vernon & Sandyhills
% income deprived	40%	40%	45%	13%	4%
% employment deprived	27%	24%	29%	10%	2%
Standardised mortality ratio*	215	143	824	101	72
Comparative illness factor*	290	255	290	110	83
Emergency stays in hospital*	208	196	194	108	93
% prescribed drug anxiety, depression, psychosis	24%	30%	28%	20%	16%
Hospital stays related to alcohol*	248	233	373	112	44
Hospital stays related to drug use*	177	55	110	99	25
% of live single births with low birth weight*	5%	2%	4%	5%	0%
Attainment rate of school leavers	4.5	4.5	4.9	5.5	6.2
School pupil attendance	63%	61%	63%	82%	89%
Working aged people with no qualifications*	303	285	259	102	89
% 17–21-years entering university	3%	4%	5%	9%	12%
% 16–19 years not education, employment or training	9%	10%	10%	3%	1%
Recorded crimes of violence, sexual offences, domestic housebreaking, vandalism, drug offences and common assault per 10,000	579	404	441	222	61

**Note: Standardised ratios**

The SIMD uses **STANDARDISED RATIOS FOR ITEMS MARKED \*** in the table to report on several health and education indicators.

This allows comparison of local results with the national average. A ratio of below 100 is better than the national average while a ratio of more than 100 is worse. **The higher the number, the worse the outcome is for the indicator being reported on.**

**The results for Wellhouse are poorer than the average for Glasgow in almost every single case**, a fact made worse because Glasgow is the most deprived council area in the whole of Scotland.

**The gap between Wellhouse and the more affluent community of Mount Vernon and Sandyhills is even wider for all the indicators shown.** This shows a shocking level of inequality that all political parties acknowledge but none have been able to resolve.

The gap in income and employment deprivation is particularly significant since these two factors are the most common causes of poverty which in turn causes substantial health inequalities and poorer educational outcomes.

## LOCAL HOUSING MARKET

### House Prices and Rents

In August 2025, the Rightmove website reported an average sales price of £76,700 for properties sold in Easterhouse during the previous 12 months.

In Wellhouse's area, there have been no house sales in the past 3 years. There are no new build properties for sale and only 2 former right to buy homes currently for sale in the Easterhouse area. The properties are more affordably priced than higher price areas such as Baillieston, Garrowhill, Swinton and Garthamlock.

Wellhouse and nearby areas have a growing market for private rented homes. In August 2025, Easterhouse and properties within a further mile radius showed the following properties for private rent.

No. /Property type	Area	No. bedrooms	Indicative rent
2 x semi-detached, new build	Vista Park, Springboig	3	£1,575pcm
1 x flat	Easterhouse	4	£1,800pcm
1 x terraced house	Stepps	3	£1,500pcm
4 x flat, new build	Vista Park, Springboig	2	£1,225pcm
1 x end terrace	Baillieston	2	£895pcm
1 x flat	Barlanark	3	£950pcm
2 x flat	Vista Park, Springboig	1	£1,075pcm
1 x flat	Baillieston	2	£695pcm
1 x flat	Barlanark	2	£650 - £795pcm
1 x flat	Easterhouse	2	£795pcm
1 x maisonette	Craigend	2	£800pcm

While some Wellhouse residents in employment will have the means to consider buying a home or private renting, most do not have these options and for them the comparison between Wellhouse rents and those of other social landlords will be more relevant.

The most recent average rents information for the 7 EHRA (Easterhouse Housing Regeneration Alliance) members in Greater Easterhouse are shown in the table below.

**EHRA Average Weekly Rents on 31 March 2025** (source: Scottish Housing Regulator, 2025)

Landlord	1 apartment	2 apartment	3 apartment	4 apartment	4+ apartment
Provanhall HA	N/A	£73.69	£80.36	£97.05	£100.69
Calvay HA	£63.66	£81.43	£90.21	£97.70	£115.10
Easthall Park HA	£50.31	£80.50	£83.58	£101.51	£110.77
Blairtummock HA	£62.97	£73.79	£82.09	£90.94	£97.75
Gardeen HA	N/A	£75.84	£87.15	£93.85	£112.68
Wellhouse HA	N/A	£79.84	£88.11	£98.35	£108.66
Lochfield Park HA	N/A	£80.56	£91.32	£103.18	£111.52
<b>EHRA Average</b>	<b>£58.98</b>	<b>£77.95</b>	<b>£86.26</b>	<b>£97.51</b>	<b>£108.16</b>
<b>Scottish Average</b>	<b>£87.12</b>	<b>£93.27</b>	<b>£96.00</b>	<b>£104.51</b>	<b>£115.58</b>

While Wellhouse’s average rents are slightly higher than the EHRA averages, the margins are small (£1 to £2 a week higher than the EHRA average).

It is also relevant to note that EHRA rents are among the lowest in Scotland, and this means that Wellhouse’s average rents are still considerably lower than the Scottish average and also generally meet the tests we use to assess whether our rents are affordable to households with low incomes. (see Chapter 11).

## SWOT ANALYSIS 2025 (Strengths, Weaknesses, Opportunities and Threats)

At our business planning strategy day in February 2025, we conducted a SWOT analysis. The following tables provide a brief overview of some of the most significant factors we identified.

### Strengths

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>● Staff/Tenants</li><li>● Values</li><li>● Stock/Properties</li><li>● Experience</li><li>● Affordable rents</li><li>● Responsive</li><li>● Quality of stock</li></ul> | <ul style="list-style-type: none"><li>● New Director – fresh start</li><li>● Wellhouse Family</li><li>● Financially secure</li><li>● Location/Heart of the Community</li><li>● Consistency</li><li>● Staff team</li></ul> |
|---|---|

### Weaknesses

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>● Poor communication</li><li>● Funding</li><li>● Tenant perception</li><li>● Current environment</li><li>● Dated back courts</li></ul> | <ul style="list-style-type: none"><li>● Historical misconception</li><li>● Staff turnover</li><li>● Outside visibility</li><li>● Roads and open areas</li><li>● Financial landscape and funding</li></ul> |
|--|---|

### Opportunities

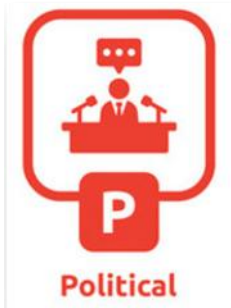
- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>● Building new homes</li><li>● Cash reserves</li><li>● Surplus</li><li>● Community engagement</li></ul> | <ul style="list-style-type: none"><li>● Partnership working</li><li>● Estate environment</li><li>● New beginning</li><li>● Stronger community links</li><li>● Procurement</li></ul> |
|---|---|

### Threats

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>● Council cuts</li><li>● Unknown challenges</li><li>● Funding</li><li>● Political changes</li><li>● Scottish Housing Regulator</li><li>● Credit rating</li><li>● Interest rates</li><li>● Lack of community engagement</li></ul> | <ul style="list-style-type: none"><li>● External Influences</li><li>● High Inflation</li><li>● Pandemics</li><li>● Acts of God</li><li>● Community satisfaction</li><li>● Third party cutbacks</li><li>● New builds</li><li>● Cost of building materials</li></ul> |
|--|--|

## PESTLE ANALYSIS 2025

Wellhouse’s business is strongly influenced by external factors. The following pages set out our analysis of this wider operating environment, in the form of a PESTLE analysis which addresses Political, Economic, Social, Technological, Legal and Environmental factors.



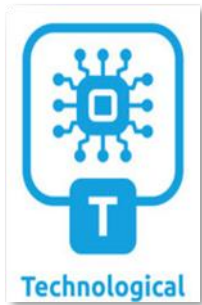
<i>Hazard:</i>	<i>Risk:</i>
<ul style="list-style-type: none"> <li>● Local government cutbacks.</li> <li>● Zero carbon targets</li> <li>● Homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>● Decreased service provision and its impact on Wellhouses’ budget.</li> <li>● Tenants vacating homes.</li> </ul>



<i>Hazard:</i>	<i>Risk:</i>
<ul style="list-style-type: none"> <li>● Interest rates.</li> <li>● Decrease in grant funding.</li> <li>● Pension costs.</li> <li>● Tax / benefit changes.</li> <li>● Inflation.</li> <li>● Cost of borrowing.</li> <li>● Fuel poverty.</li> <li>● Tenancy sustainment.</li> </ul>	<ul style="list-style-type: none"> <li>● Increased costs.</li> <li>● Financial adversity.</li> <li>● Rent collection more difficult.</li> <li>● Reduced investment income.</li> </ul>



<i>Hazard:</i>	<i>Risk:</i>
<ul style="list-style-type: none"> <li>● Integration of diverse cultures.</li> <li>● Ageing population.</li> <li>● Change in aspirations.</li> <li>● Community facilities.</li> </ul>	<ul style="list-style-type: none"> <li>● Tensions.</li> <li>● Adaptability to market re tenants’ needs/health requirements.</li> <li>● Property sizes.</li> </ul>



<i>Hazard:</i>	<i>Risk:</i>
<ul style="list-style-type: none"> <li>• IT systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Education – Resources.</li> <li>• Loss of data.</li> <li>• Cyber security.</li> <li>• Data storage.</li> </ul>



<i>Hazard:</i>	<i>Risk:</i>
<ul style="list-style-type: none"> <li>• Housing legislation.</li> <li>• Climate change legislation/EESSEH plus EESSEH2.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulation.</li> <li>• Missing targets.</li> </ul>



<i>Hazard:</i>	<i>Risk:</i>
<ul style="list-style-type: none"> <li>• Energy efficiency targets.</li> <li>• Extreme weather.</li> <li>• Climate change.</li> </ul>	<ul style="list-style-type: none"> <li>• Extra costs of energy inefficiency.</li> <li>• Government plans to meet legislation and resources.</li> </ul>

## Conclusions

There are multiple external and local factors that will potentially affect WHA's future strategy and operations in the coming years. Many of these factors – such as the performance of the economy – are beyond WHA's control and subject to uncertainty. In such cases, the priority will be to monitor and assess potential impact and apply appropriate risk mitigations where this is necessary and feasible.

In other areas, it is possible to identify more initiative-taking actions by WHA. A sample of these is shown below, with more information provided in the relevant business plan chapters.

### Response to Economic Factors Impacting Tenants and WHA

- Incorporate the best estimates and data available in our financial planning, and stress test the Business Plan regularly.
- Maintain proactive arrears management, income advice for tenants, and close working with DWP.
- Maximise the resources we can direct to managing the impact of Universal Credit as it progressively replaces legacy benefits.
- Apply mitigations to substantive risks (notably threats to rental income and increased maintenance costs).
- Incorporate estimated allowances for continued increases in repairs and maintenance costs in business plan stress testing.
- Consider the balance of future capital investment, between ensuring that existing stock meets required standards and any future new build opportunities.

Seek opportunities to work with EHRA partners on procurement and other issues that will help mitigate the risks that each member faces individually.

### Political and Legislative Factors Affecting WHA

#### Climate Change Obligations (Scottish Government and GCC requirements)

- Continue to develop our understanding of technological solutions for climate change works, the resulting costs, the prospects of Scottish Government funding, and potential models for procurement and delivery. All these areas are evolving at present, so we will be working towards a WHA strategy and plan as they are clarified.

### Planning and Delivery of Community Services

- With EHRA members and other local partners, lobby GCC and other community planning partners to develop better partnerships working with community organisations, seeking a step change in action to tackle poverty and inequality in Greater Easterhouse.

Many of the factors described will change over time, sometimes rapidly. We will ensure careful monitoring and evaluation of change takes place on an ongoing basis.

Achievement of our strategic objectives demands a continued focus on sound and stable governance and strong fiscal management. These have been high priorities in the past and must remain so. Ongoing monitoring and evaluation of risks and change factors change will also be essential.

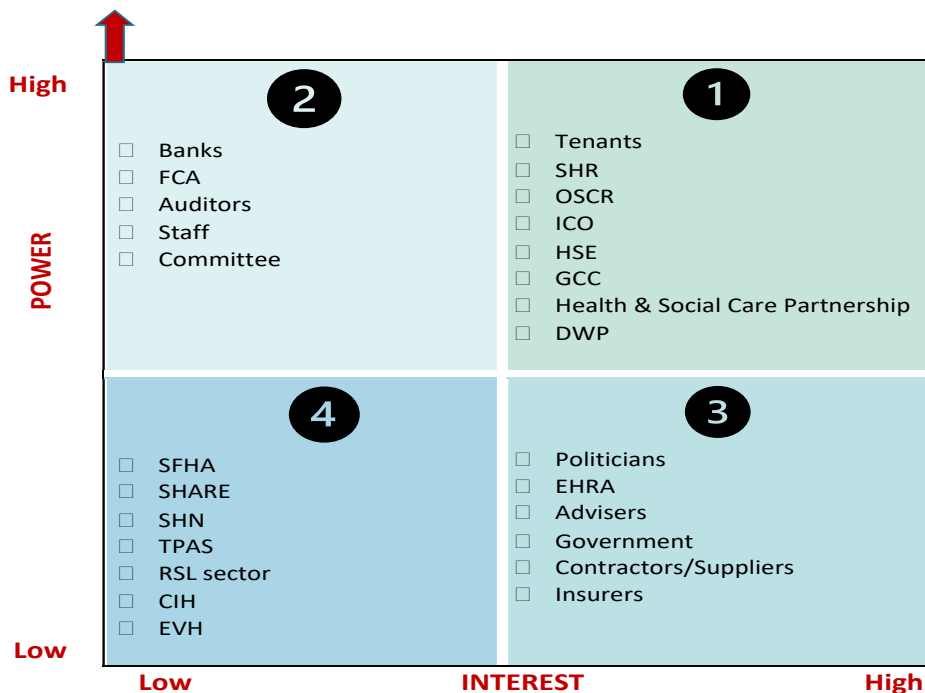
## 5. Stakeholder Relationships

Wellhouse has a diverse set of stakeholders who between them influence most areas of our work. We have sought to take account of their views and priorities in preparing this Business Plan.

We are always looking to strengthen how we engage with existing partners and key stakeholders and to build new relationships. We are keen to ensure that our partnerships deliver the outcomes we seek and that our values permeate through our partnership activities.

For the duration of this business plan we will seek to ensure the views and priorities of our tenants are at the heart of our planning process. Through our Customer Opinion Panel and tenant satisfaction surveys we aim to understand what our key stakeholders feel about us; to work out how best to engage them, and how best to communicate with them.

The following diagram gives an overview of who our main stakeholders are, how we categorise their influence over our work, and our broad goals in managing relationships. The position that we allocate to a stakeholder on the grid shows the actions we need to take with them:



- **High power, highly interested people (Manage Closely):** fully engage these people and make the greatest efforts to satisfy them.
- **High power, less interested people (Keep Satisfied):** put enough work in with these people to keep them satisfied. Communicate in a considered way so that we meet their needs but do not overwhelm them with information they do not need.
- **Low power, highly interested people (Keep Informed):** adequately inform these people and talk to them to ensure that no key issues are arising. People in this category can often be extremely helpful with the detail of our activities.
- **Low power, less interested people (Monitor):** again, monitor these people, but do not overwhelm them with information they do not need.

The boxes below summarise key actions will take during the Business Plan period to manage and develop some of our most important stakeholder relationships. The boxes illustrate how our approach will vary for the various levels of engagement described above.

## Stakeholder level 1

### Wellhouse Residents

#### Actions

- Deliver excellent services, listen, and respond to feedback.
- Support customer opinion panel and use the feedback constructively.
- Engage at AGM.
- Provide digital, telephone and face to face services as customers require.
- Provide a regular flow of information through four tenant newsletters each year, the annual Charter Report, our website and social media feeds and face to face engagement events.
- Support the work of Easthall Residents as our wider role delivery partner in the provision of services as determined by the community.

### Scottish Housing Regulator

#### Actions

- Maintain compliance with regulatory standards and requirements.
- Provide the Annual Return on the Charter, 5-year Financial Projections, Annual Assurance Statement, Audited Accounts, and other information returns timeously.
- Advise SHR of any Notifiable Events.
- Pay close attention to any general or advisory guidance issued by SHR.
- Keep dialogue open with regulation manager.

## Stakeholder level 2

### Glasgow City Council

#### Actions

- Secure GCC funding to support WHA's planned development programme.
- Support GCC's homelessness strategy through the provision of accommodation for homeless households;

## **WHA's Management Committee and Staff Team**

### **Actions**

- Support our people by providing a positive and supportive environment that enables them to flourish in conducting their respective roles.

## **WHA's funders**

### **Actions**

- Ensure compliance with loan conditions and covenants and communicate openly and effectively with funders.
- Seek new funding for planned development programme.

## **Stakeholder level 3**

### **Contractors and suppliers**

#### **Actions**

- Work in a way that ensures contractors operate as our partners and meet our service delivery standards.
- Ensure efficient administration and invoicing systems.

## 6. Business Strategy and Priorities 2025/26 to 2028/29

WHA's business strategy is built around the five Strategic Objectives shown below.

STRATEGIC OBJECTIVE	WHAT DRIVES ACHIEVEMENT
<p><b>FUNDING</b></p> <p>Remain a financially secure business by maximising income and achieving best value through efficiency.</p>	<ul style="list-style-type: none"> <li>• An effective and skilled governing body.</li> <li>• Having the resources needed to deliver our strategy and meet our obligations.</li> </ul>
<p><b>COMMUNICATION</b></p> <p>Engage with stakeholders using preferred communication methods to achieve a cohesive inclusive community.</p>	<ul style="list-style-type: none"> <li>• Customer engagement and profiling.</li> <li>• Listening to and acting on feedback.</li> </ul>
<p><b>STOCK IMPROVEMENT</b></p> <p>Invest in our properties to improve energy efficiency and provide high quality homes.</p>	<ul style="list-style-type: none"> <li>• Robust asset management and investment plans.</li> <li>• Development of new homes.</li> </ul>
<p><b>CAN DO ATTITUDE</b></p> <p>Encourage innovative thinking and empower colleagues to problem solve.</p>	<ul style="list-style-type: none"> <li>• Empowering decision making.</li> <li>• Recognise process improvements.</li> </ul>
<p><b>ESTATE MANAGEMENT</b></p> <p>Create a vibrant well-maintained neighbourhood where people are proud to live.</p>	<ul style="list-style-type: none"> <li>• Increasing tenant satisfaction.</li> <li>• Maintaining demand for homes.</li> </ul>

### Our Strategic Direction

We are confident about our future and in our skills, abilities, and ambitions. We are also highly motivated to continue to build the respect of our customers and the wider community, and keen to stay focused on improving our performance.

We also recognise that in a more challenging operating environment, we must adhere to sound management disciplines, including business planning, performance management, and risk management.

Our **future strategic direction** has the following strands:

#### Consolidation and continuous improvement

Our focus will be on our core activities as a social landlord and property manager.

We will seek continued improvement in our performance, invest in our tenants' homes, increase our community engagement activities, and get to know our customers' aspirations and priorities better.

### **A positive force for renewal in Wellhouse**

We will nurture and strengthen our partnerships with like-minded organisations to deliver tangible and positive support and social benefits for the residents and community of Wellhouse.

### **Growth**

We will pursue our interest in building new homes on three development sites in Wellhouse, to improve the choice and quality that is available in the area and to complete the physical regeneration of Wellhouse.

In 2023, Wellhouse conducted an internal options review and reaffirmed our commitment to remain independent, while also pursuing partnership opportunities with local associations which could potentially reduce overheads, maximise savings and efficiencies and promote the sharing of talent and expertise. To this end we have:

- Continued to collaborate with our peers in the Easterhouse Housing and Regeneration Alliance to seek opportunities for partnership working, including joint tender exercises.
- Worked independently and successfully to strengthen and future-proof our business.

We will continue our work in both areas, and we may review options in specific areas of our business such as how to get the best value for money in a challenging economic environment.

We have begun a new growth phase in meeting housing need which includes additional housebuilding of social rented properties and expanding existing service provision. In doing so, we will conduct robust appraisals to ensure financial viability and minimise any risks to our core business.

## **Business Strategy**

Appendix 2 to the Business Plan sets out our business strategy in detail. It describes:

- The **outcomes we are seeking to achieve** for each strategic objective between 2025/6 and 2028/29. It will be updated annually throughout the business plan.
- How we will **assess success** in achieving the objectives.

This is one of the most important parts of the Business Plan and it should be seen as a driving force for what we do, alongside the strategic direction.

As well as saying what we want to achieve, the Business Plan needs to be clear about what we will do and how we will do it, in other words the performance management aspects of the overall Plan. This is addressed in chapters 7 to 13 of the Business Plan:

- These chapters review our current performance and summarise the **priority actions** we intend to take. This is most detailed for 2025/26 but also looks beyond the first year of the Plan where it is feasible to do so.
- The Business Plan appendices contain a set of **Delivery Plans** at Appendix 5. These describe how the priorities set in the Business Plan will be delivered in practice.

## 7. Wellhouse's Customer Services

### Links to Strategic Objectives

Wellhouse's customer services contribute to the following strategic objectives described in the Business Plan:

**COMMUNICATION - Engage with stakeholders using preferred communication methods to achieve a cohesive inclusive community**

**STOCK IMPROVEMENT - Invest in our properties to improve energy efficiency and provide high quality homes**

**ESTATE MANAGEMENT - Create a vibrant well-maintained neighbourhood where people are proud to live**

### Performance

Wellhouse's performance in relation to the Charter indicators is of a fair standard overall. The table on the next page shows how our 2024/25 ARC results in key areas compare with our chosen peer group of nine housing associations <sup>1</sup> and the Scottish average for all social landlords.

The colour coding used in the table is as follows:

**GREEN** means signifies the best result (Wellhouse, Peer Group Average (PGA) or Scottish Average)

**PINK** means signifies the poorest result.

The table shows that our performance on repairs responses was generally strong, however overall tenant satisfaction and those satisfied with the repairs service are below both peer group and Scottish average levels. Wellhouse's results were superior to both other groups in stock turnover, void rent loss, compliance with Scottish Housing Quality Standard and satisfaction with factoring services.

Our weakest area of performance was income management, with gross rent arrears significantly higher than the peer group and national averages.

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<sup>1</sup> The nine members of the benchmarking peer group are Ardenglen HA, Blairtummock HA, Cadder HA, Calvay HA, Cassiltoun HA, Easthall Park HA, Ferguslie Park HA, North View HA, Pineview HA and Wellhouse HA. These organisations were chosen because they are like Wellhouse in terms of size and type of operating area.

## Wellhouse compared with Peer Group Average (PGA) & Scottish National Average 2024/25








Charter Indicator	Wellhouse 2024/25	PGA 2024/25	Scottish Avg. 2024/25
<b>OVERALL VALUE</b>			
Tenants satisfied with the overall service provided landlord	80.67%	89.53%	86.85%
Tenants who feel rent is good value for money	75.33%	87.22%	81.68%
<b>REPAIRS AND MAINTENANCE</b>			
% of properties meeting SHQS year end	94.95%	97.44%	87.24%
Tenants satisfied with quality of home	78%	85.23%	84.72%
Time to complete emergency repairs	1.74 hours	2.58 hours	3.89 hours
Time to complete non-emergency repairs	6.06 days	4.38 days	9.13 days
% reactive repairs completed right first time	97.97%	94.99%	88.02%
% tenants satisfied with repairs service	85.61%	92.07%	86.75%
<b>NEIGHBOURHOOD MANAGEMENT</b>			
% tenants satisfied with landlord contribution to management of neighbourhood	75.33%	92.09%	84.23%
<b>LETTINGS &amp; TENANCY SUSTAINMENT</b>			
Annual stock turnover (dwellings that became empty in year)	6.82%	5.13%	7.13%
% tenancy offers refused	28.99%	24.58%	32.43%
% All new tenancies sustained more than a year	93.55%	93.18%	91.62%
<b>INCOME MANAGEMENT</b>			
% collected of rent due	100.49%	100.58%	100.17%
% gross rent arrears of rent due	8.44%	4.19%	6.17%
<b>EMPTY PROPERTIES</b>			
% of rent due lost through empty properties	0.46%	0.34%	1.26%
Average time to re-let empty properties	28.33 days	22.7 days	60.59 days
<b>FACTORING</b>			
% factored owners satisfied with factoring service	82.1%	56.1%	57.86%

Chapter 11 presents a further analysis of performance, this time a Value for Money Scorecard. The Scorecard uses a range of performance statistics split between the areas of satisfaction, asset management and operations to demonstrate how well value for money was achieved.

This analysis shows that Wellhouse's results have been stable in most areas. We have succeeded in stabilising rent arrears which have been on a downward trend for the last two years and also into 25/26. This business plan focuses on taking measures to improve tenant satisfaction.

## Contextualising Satisfaction

The Scottish Housing Regulator requires annual information to be submitted on tenant satisfaction levels in 7 business areas. The following table compares data for financial years 2023/24 and 2024/25 along with 2024/25 national averages:

Satisfaction Indicator	WHA result 2023/24	WHA result 2024/25	Direction of travel	Scot. Ave. 2024/25
Overall service provided by landlord	82.19%	80.67%		86.85%
Landlord keeping you informed about their services and decisions	89.95%	89.67%		89.98%
Opportunities to participate in landlord's decision-making processes	92.24%	89.67%		86.34%
Satisfied with overall quality of home	83.56%	78%		84.72%
Satisfied with repairs and maintenance service	82.76%	85.61%		86.75%
Satisfied with landlord's contribution to management of neighbourhood	75.34%	75.33%		84.23%
To what extent is the rent for this property good or value for money	79.45%	75.33%		81.68%

Satisfaction levels have declined in 6 areas between the 2 consecutive years, while increasing in 1 areas. The increase was in the area of repairs and maintenance (+2.85). Looking at Scottish Average data, Wellhouse exceeded this level in only one of 7 categories.

## Understanding our customers

Until 2024, Wellhouse used an independent contractor to obtain continuous feedback about the seven customer satisfaction measures in the Annual Return on the Charter (ARC). While this gave us near real-time data that we can use to monitor satisfaction levels and to identify and act on any emerging problem areas, it does not provide opportunity to fully analyse the reasons for dissatisfaction and allow time to develop a comprehensive action plan to address any issues identified.

In November 2025, we will undertake a face-to-face satisfaction survey of 40% of our tenant base. This will enable us to.

- Be confident that the sample is robust enough to be representative of views.
- Fully understand tenant priorities to incorporate into the annual planning process.
- Prepare and undertake an action plan to address areas of dissatisfaction.
- Ensure we communicate with residents using preferred methods.
- Understand our tenant profile in relation to the protected characteristics as laid out in the 2010 Equality Act.
- Understand diverse needs as well as supporting future service planning decisions on how we use our resources.

## Tenant Engagement

89.67% of tenants have told us they are satisfied with the opportunities they have to be involved in Wellhouse's decision-making, but levels of participation are relatively low. We have an active Customer Opinion Panel that meets bimonthly. Attendance at meetings sits between 6-10 members. We will work to widen this membership and link to broader tenant engagement activities as defined within our tenant participation strategy and action plan.

## Letting Properties

Wellhouse lets properties to existing tenants who need a move, homeless persons, and people on our list of external applicants. Homeless applicants are mostly rehoused through referrals made to us by Glasgow City Council, but they can also be rehoused from WHA's own housing list or other referrers.

Wellhouse has a lower turnover of tenancies compared with Scottish averages. There is healthy demand for our housing. In March 2024, we had more than 560 applications on our waiting list and transfer list with the vast majority of those on the waiting list currently living outside Wellhouse.

We also have a steady stream of homeless applicants referred to us by GCC as and when the Casework Team is seeking settled accommodation for a homeless household. The proportion of such lets has increased overtime with GCC requesting 67% of all lets in year 2024/25. In addition to GCC homeless referrals, WHA also rehouse those threatened with homelessness through direct application to our waiting list.

Referrals may also come from the "Housing First" programme. This programme is for homeless people with more complex needs and will offer a tenancy along with support based on each person's individual needs. Given the chronic shortage of affordable housing in Glasgow and the declaration of a housing emergency, it is likely that lets to homeless households will increase overall annually.

In addition to homeless lets, we allocate any residual tenancies to either existing WHA tenants or applicants directly from our waiting list in accordance with our allocation policy. Priority is established through an award of points to recognise those most in housing need.

## Tenancy Sustainment

Wellhouse has low numbers of failed tenancies, for example because of evictions or new tenancies being given up in the first 12 months.

We reviewed our Tenancy Sustainment Policy in January 2022. The focus of our tenancy sustainment work has been on financial inclusion, including our Income Advice Service as well as lettable standards. During the cost-of-living crisis, we secured funding for fuel assistance and IT equipment. We continue to build partnerships with other local organisations including Food Banks in Parkhead, Riddrie, Bridgeton and Easterhouse, coordinated by the Trussel Trust. We have been supported by GCC Community Relations Unit since April 2021 to deal more effectively with anti-social behaviour to improve tenants' enjoyment of their homes.

## Estate Management

The environment around our houses has a major impact on the quality of life for tenants and residents. Maintaining good standards requires intensive management on the part of the Association and GCC neighbourhood services.

WHA currently employs four estate workers who deal with tasks such as cutting grass in common areas, back court, and garden maintenance. Housing Officers are expected to be present on the estate within their “patch” every week to ensure that tenants’ concerns about the environment are addressed, and that the obligations of tenancy agreements are met.

GCC has stepped back from its role in neighbourhood management in recent years, and this has had an impact on standards while also creating new responsibilities for Wellhouse that must be paid for through rental income. For example, responsibility for funding garden maintenance and bulk uplift services has transferred to Wellhouse. We recognise that failure to provide these key services will result in deterioration of the area.

In September 2021, GCC introduced new Neighbourhood Co-ordinator workers across the city. This provides a single point of contact and has had a positive impact in getting better results on the ground from GCC services. We will continue to liaise with elected members on behalf of our tenants to ensure resources are directed to Wellhouse. This is particularly relevant as local government funding is squeezed tightly resulting in reduced council services.

## Income Management

Rent payments account for almost all WHA’s income, so our performance in collecting rent and in managing rent arrears is critical to sustaining quality services and investing in tenants’ homes.

Controlling and reducing rent arrears is our greatest operational challenge at present, and a strategic risk for our business. Taking account of this, this section sets out in some detail WHA’s past performance, the contributing factors, and the challenges ahead.

WHA’s gross rent arrears more than doubled between 2018 to 2021, peaking at £358k on 31 March 2021. This is equivalent to 10.9% of the annual rental income to be paid to WHA, compared with the average for our peer group of 5.7%.

The increase in arrears is attributed to several factors. Like other social landlords, Wellhouse faced challenges of the continuing role out of universal credit and the suspension of legal remedies during the pandemic. Tenants also had uncertain income streams to meet rental commitments. In addition, Wellhouse suffered from a period of staff instability within the housing team (which has now stabilised). Those tenants with very high balances failed to engage with us to agree repayment arrangements. All these factors created a perfect storm resulting in increased rent arrears.

There have been encouraging signs of improvement, as summarised below:

- In 2022/23, gross rent arrears reduced to 9.06%, rising slightly to 9.34% in 2023/24. This further reduced in 24/25 to 8.44%. This is a sustained reduction from the peak of 10.9% in 2021.
- Through our Rent Management Policy, we promote a “rent first” campaign and culture, as well as using all the means potentially available to us to reduce arrears including legal action, tracking and tracing debtors and wage arrestments.
- Our income advice service has continued to deliver excellent results for Wellhouse residents, as described later in this Chapter.
- We apply for any relevant funding from Glasgow City Council for individuals who meet the specified criteria.

WHA continues to be successful in collecting a significant proportion of each year’s rent via direct payments from housing benefit or universal credit. In 2024/25, we received £2.07 million in direct payments, or 58% of all rent due in the year. This provides a level of assurance around almost guaranteed income.

As described throughout the Business Plan, there will be significant pressures on WHA’s income and spending over the next 3 years. Sustained reductions in rent arrears are therefore essential in supporting the Association’s overall financial resilience. We will do this by reducing the number of high arrears cases and ensuring we utilise all available legal remedies in line with our policy.

The **benefit system** and the **sustained cost of living crisis** provide the greatest challenges to tenants of WHA and puts our income and arrears management under even greater pressure. As more tenants receive UC rather than housing benefit, we will see still greater challenges:

- **UC has numerous, well-documented features that make it harder for tenants to pay rent when it is due, especially in the early stages of UC claims.** This in turn makes rent collection harder for the landlord.
- **DWP’s official completion date for moving legacy benefit claimants to UC is March 2026.** Uncertainty during the migration period will negatively impact on our income and arrears management.

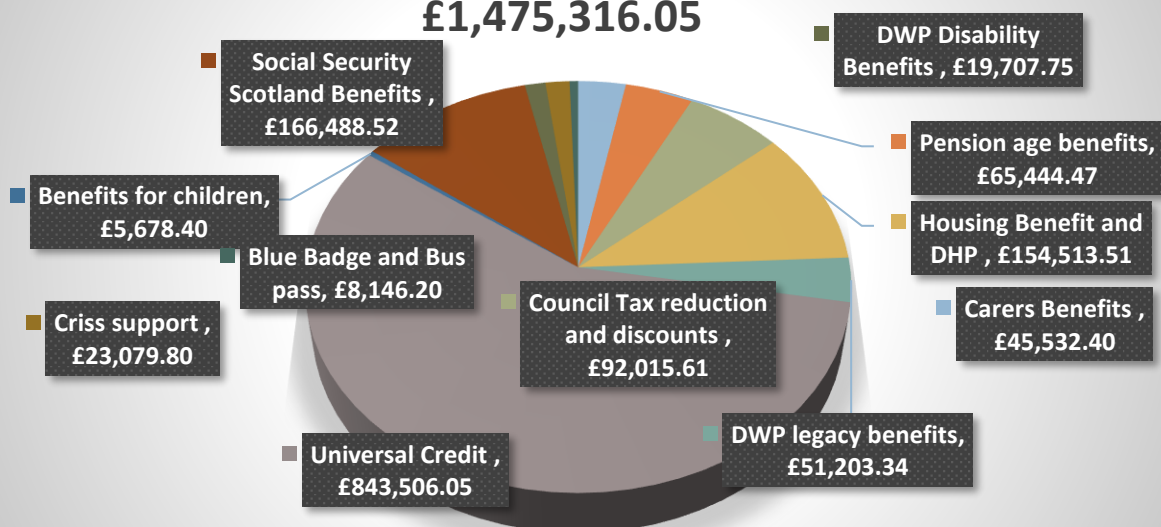
The difficulties presented by UC coincide with the cost-of-living crisis. Many Wellhouse tenants are being hit extremely hard by sustained increases in inflation with spiralling home energy and food costs.

On a positive note, WHA provides tenants with a highly effective **local income advice service**. The service helps people to access a wide range of benefits and other support, as shown in the graphic below which covers the period April 2024 to March 2025 when financial gains for service users totalled £1,475,316. A large share of the assistance secured relates to helping with housing costs in the form of UC housing costs, housing benefits and discretionary housing payments.

We have also been working to make sure that tenants are aware of new Scottish social security measures and assisting in claiming new benefits, including the Scottish Child Payment.

Our Income Advice Officer (IAO) provides tenants with benefit advice and crisis support as well as supporting the Housing Officers with arrears cases and providing Universal Credit early intervention support for new claims. The service has made a real difference to household incomes in the area.

## Income Advice Financial Gains 2024 to 2025 - £1,475,316.05



In 2023/24 we were awarded £25,000 from the SFHA Social Housing Fuel Fund. This enabled us to assist more than 300 households experiencing either immediate fuel crisis or debt issues. We will continue to support our tenants by submitting grant applications to external funders whenever the opportunity arises.

We continue to help our tenants on several anti-poverty measures such as facilitating food bank referrals and signposting for emergency fuel support funding.

Overall, income and arrears management in the coming years will be complex and challenging. We must find ways of mitigating risks over which we have limited direct control, notably an incredibly challenging economic climate for many of our tenants and acceleration in the managed migration from legacy benefits to Universal Credit.

Our strategy for tackling these issues will involve several strands, as described at the end of this Chapter.

### Digital Access to our Services

WHA tenants can contact us by telephone, emails and by visiting the office. We have an online reporting form for repairs, rent can be paid online via the website of Allpay Internet Payments, and our housing application form is available online for printing.

We will shortly introduce the HomeMaster software system for managing our customer services. This will include a new customer portal which we hope will lead to an increase in the number of customers who wish to do business with us online. However, we respect that at present there will be a proportion of tenants who prefer to interact with WHA using traditional methods. During the first year of the business plan we will explore with tenants' digital access and capability along with preferred communication methods. how they would like to be contacted. The portal will help to future proof our service delivery, as we expect that more tenants will want to use online services with the passage of time.

We will continue to open our office every day, and welcome callers without appointment. We will ensure operational staff will be office based to deal with the needs of our tenants as they arise.

## **Business Plan Priorities for Customer Services in 2025/26**

Unless otherwise stated, the priorities described relate to 2025/26.

### **Reduce negative expenditure**

- 1) Maximise rental income and recover rent arrears.
- 2) Minimise rent loss through empty properties.

### **Digital services**

- 1) Improve digital communications through introduction of tenant's portal.

### **Customer profiling**

- 1) Establishing preferred contact methods through tenant survey.
- 2) Commission qualitative research on our service delivery and tenants' future priorities and individual needs.

### **Estate management**

- 1) Ensure higher staff presence within the estate and robust estate management processes in place.
- 2) Refocus estate wardens on environmental tasks.
- 3) Introduce bulk uplift and garden maintenance scheme.
- 4) Introduce close cleaning service.
- 5) Collaborate with tenants to understand responsibilities of tenancy agreements.
- 6) Form a cross departmental working group for estate staff to eliminate silo working.
- 7) Form plan for unmodernised back courts.
- 8) Director and housing Manager to undertake a planned programme of estate walkabouts.

### **Partnership working**

- 1) Improve partnership working with Glasgow City Council.

### **Allocations**

- 1) Ensure systems in place for housing allocations to meet legislative and homeless requirements.
- 2) Complete review of leased properties.

### **Additional areas of work**

Through our income advice service we will support our tenants with the ongoing transition from legacy benefits to universal credit.

We will minimise financial hardship for our tenants through maximising income and sign posting to partnership organisations such as the Trussel Trust foodbank network.

## 8. Asset Management

### Links to Wellhouse's Strategic Objectives

Asset management contributes to the following strategic objectives described in the Business Plan:

**FUNDING – Remain a financially secure business by maximising income and achieving best value through efficiency.**

**STOCK IMPROVEMENT - Invest in our properties to improve energy efficiency and provide high quality homes.**

**ESTATE MANAGEMENT - Create a vibrant well-maintained neighbourhood where people are proud to live.**

### Asset Management Approach

Wellhouse's aim is to protect our assets and seek to get the best value from them, for the benefit of our customers and the Association itself. Our Strategic Asset Management Plan describes our overarching approach which involves:

- Using our assets to enhance financial viability.
- Investing in our assets to meet current and future customer needs.
- Ensuring our people are equipped to deliver the strategy.
- Having homes and neighbourhoods that are well-maintained and cared for.
- Using our assets to support growth and diversity.

Wellhouse's asset management services include reactive and void repairs, cyclical maintenance works, estate services, major repairs and renewals, and the development of new housing.

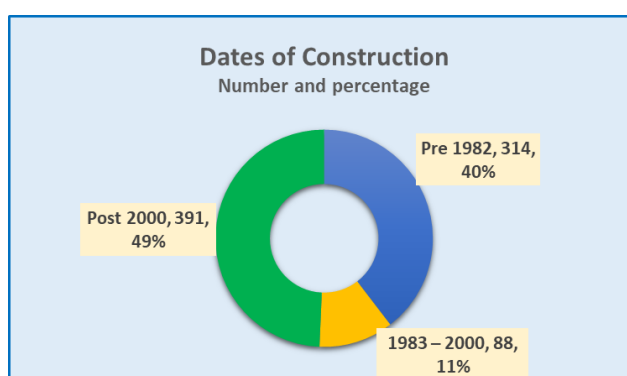
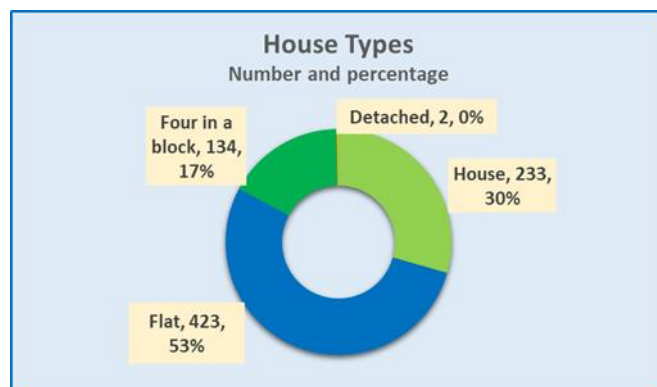
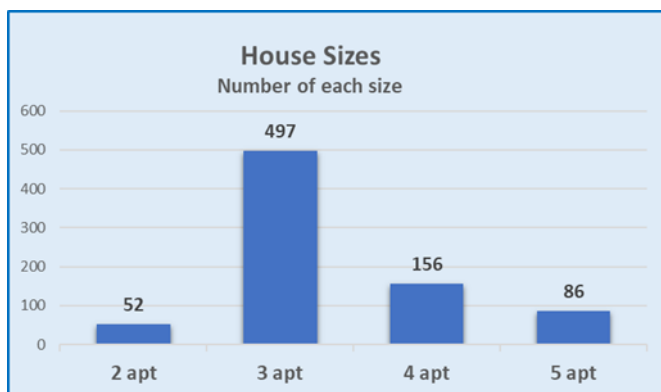
In delivering these services, we must make sure that:

- Our homes are attractive and affordable to tenants.
- We understand and seek to meet the needs and aspirations of Wellhouse customers.
- We address our legal and regulatory obligations for example in relation to procurement, housing standards and health and safety.

Our Strategic Asset Management Plan provides detailed information on these topics. In this Chapter, we describe those aspects of asset management that will be particularly important over the lifetime of this Business Plan, and Wellhouse's planned priorities during the first year of the Plan.

## Stock Profile

Wellhouse owns and manages 792 self-contained units. We have no low demand housing stock, and our overall turnover is low. Our stock profile in March 2024 is shown below.



The stock profile shows that we have a small supply of 2 apartment properties which potentially restricts housing opportunities available to single people and couples. We allow small households to be rehoused in 3 apartments (of which we have a more plentiful supply), with Glasgow City Council making Discretionary Housing Payments where appropriate to mitigate the Bedroom Tax.

Our proposed development of three new build sites will create opportunities to address a wider range of housing needs in Wellhouse. Our current proposal is to provide 18 wheelchair units across the three sites that are under consideration, 37 elderly amenity units and 17 larger family households.

While we have moderate levels of refusals of housing offers, Wellhouse's void rent losses are lower than both peer group and national averages. This provides evidence of demand for our housing stock, and we also have a moderate turnover of tenancies as shown in the table below.

### Stock Turnover compared with peer group

(empty dwellings that arose during the year as a percentage of all stock)

	2023/24	2024/25
<b>Wellhouse HA</b>	4.04%	6.82%
<b>Peer Group Average</b>	5.87%	5.13%
<b>WHA rank in peer group</b> (1 = lowest turnover, 10 = highest turnover)	9	10

Wellhouse also owns four shop units at Newhills Road and premises within the Hub that we lease to the Treasure Tots nursery and Easthall Residents Association.

## Performance

Chapter 7, Customer Services, shows our 2024/25 performance results for the Charter indicators relating to repairs and maintenance services, compared with our peer group average and the Scottish average.

The results show that Wellhouse's performance was particularly strong in completing responsive repairs quickly and at the first visit. Our performance in completion of emergency repairs and right first time was better than both the Scottish Average and our peer group. We also exceeded the Scottish Average for non-emergency repairs and time taken to allocate void properties.

Wellhouse's tenant satisfaction rates with the repairs service and the quality of the home were slightly lower in 2024/25 than peer group and national averages.

Further analysis of Wellhouse's asset management performance is provided in Chapter 11, Value for Money.

## Outcomes for Tenants

We have a good understanding of tenants' individual needs – for example, if a tenant needs adaptations to their home or if a defective component needs to be replaced.

As described in Chapter 6, Customer Services, our plans for customer profiling and re-launching our customer engagement strategy are intended to give us a deeper understanding of tenants' wider needs and aspirations for their homes. We will be seeking to learn about how tenants feel about their homes, what they value most and what they would prioritise for future improvement or investment, to help us to shape Wellhouse's Asset Management Plan.

Reactive and major repairs account for a large share of our annual spending. A key requirement is to make sure we can repair and invest in tenants' homes while keeping rents at affordable levels.

Chapter 11 of the Business Plan (Value for Money) shows that our rents currently meet the affordability tests set by WHA, while our planning assumption is that our investment programme can be delivered if future annual rent increases continue at inflation plus 1%. Moreover, Chapter 13 (Financial Plans and Projections) shows that WHA can fund our future maintenance programmes without recourse to additional borrowing.

While our current forecasts are positive, we know that maintenance costs could continue to increase significantly over the coming years. All social landlords are currently experiencing steep increases in maintenance costs as a result of political, global, domestic and economic factors. Pressure on costs (and potentially on rents) could also increase if the Scottish Government sticks to its initial position that it will not make significant funding available towards the cost of climate change works, leaving costs to be met by property owners.

We will monitor current and possible future cost increases closely and be prepared for the need to reprofile our maintenance programmes as required.

## Reactive Maintenance

Effective reactive maintenance is essential for the good management of our housing stock and the safety and comfort of tenants. Intelligence from reactive repairs can also aid decisions about when the useful life of components has come to an end or whether it can be extended.

We tender our reactive repair works and operate a framework system to ensure we have adequate contractors available covering each trade. We have also appointed a specialist gas contractor through a competitive procurement process. We have contractors available to provide out of hours emergency cover. As with other aspects of maintenance, we need to manage increasing costs caused by external economic factors, government policy and associated regulatory requirements.

The priority in 2025/26 will be to deliver a high-quality reactive and voids repairs service within budget. This will be challenging given the demand led nature of the service and cost pressures already described.

## Cyclical Maintenance and Health & Safety

Cyclical maintenance is a planned programme of works in place to ensure the health and safety of our people and preserve the components or condition of our properties as follows.

- **Gas servicing and maintenance** - we undertake annual safety checks of all gas boilers and any other appliances we have fitted. (Health and safety and component preservation)
- **Electrical inspections** - we have a rolling five-year programme of all our properties, as well as inspection of common closes and all void properties when they become empty. We achieved 98.5% compliance for electrical inspections in 2023/24. (Health and safety)
- **Fire safety** - we have 100% compliance with Scottish Government LD2 requirements regarding the installation of smoke and heat detectors which are checked annually during the gas service visit. (Health and safety)
- **Asbestos management** – Any visible identified asbestos will be annually inspected to protect residents, our staff and our contractors' operatives. (Health and safety)
- **Legionella testing** – We test annually for legionella in properties where there is stored water in the attic in common closes. While we continue to convert to mains supply, 21 out of 85 closes still have tanks. (Health and Safety)
- **Roof anchor testing** – We certify properties with roof anchors annually to ensure our contractors can safely undertake work at height (Health and safety)
- **Painter work** – We have an ongoing exterior painting programme for all our properties
- **Gutter cleaning** – We programme these works annually (Component preservation)

The Association must comply with extensive legal obligations to ensure the safety of our tenants.

Our policies and procedures provide the framework for ensuring compliance, and we engage an independent contractor to quality assure a proportion of gas servicing works. We ensure we maintain accurate records. .

## Stock Condition and Investment Programme

Wellhouse engages property/cost consultants to carry out stock condition surveys and prepare life cycle costings on our behalf.

All stock survey data is linked to Wellhouse's core property database which allows us to:

- Forecast the programme of major repairs and improvements over 30 years or more for business planning purposes.
- Identify properties that do not comply with our standards.
- Plan the most cost-effective ways of delivering investment programmes.
- Identify components that are performing poorly.

In 2022 we surveyed 10% of our stock both internally and externally. This was supplemented with a further 30% in 2025/26. We now hold a robust sample on which to develop plans and projections.

The Association's **investment programme** for the next five years is shown in the following table. This is based on the number of WHA properties that are scheduled to have the various types of works carried out each year. The costs of the works described are incorporated in the financial projections that form part of the Business Plan.

Planned Repairs	2026/27	2027/28	2028/29	2029/30	2030/31	Total
<b>Fascia</b>	0	0	0	0	0	<b>0</b>
<b>Windows</b>	14	23	21	9	27	<b>94</b>
<b>Entrance Doors</b>	5	20	20	4	42	<b>91</b>
<b>Kitchens</b>	60	60	0	1	24	<b>145</b>
<b>Bathrooms</b>	60	60	1	0	6	<b>127</b>
<b>Boilers</b>	56	30	11	7	50	<b>154</b>
<b>Electric Rewire</b>	0	0	0	0	0	<b>0</b>
<b>Door security system</b>	0	0	0	0	0	<b>0</b>
<b>Paving</b>	0	0	0	0	0	<b>0</b>
<b>Radiator Replacement</b>	21	27	8	6	6	<b>68</b>
<b>Misc. (one off renewals)</b>	0	0	0	0	0	<b>0</b>

Where appropriate will look at smoothing out some of the items. Depending on how long current cost increases continue, smoothing could also become important for budgetary reasons as well as extending the Life of some components.

We take opportunities to do one-off component replacements where needed, for example boilers, kitchens, bathrooms and doors.

In 2024/25, we expect the following contracts will be on site:

Contract	Number of Units	Programme
New windows and doors	156	On site 2024/25
Kitchens and bathrooms	70	2024/25 following procurement
Gutter cleaning	792	Dec 2024
Communal tank inspections and works	closes	Dec 2024
Painting	N/A	Baldovan Crescent

Overall, the budget set for 2025/26 includes increases of between 7% and 15% for those elements of repairs, cyclical and planned maintenance costs that are most likely to increase because of current market conditions. The highest level of increase in cash terms is likely to be seen in reactive maintenance where the 2025/26 budget has been set at £417k including voids and estate costs. This is an increase of 8% compared with 2024/25. We have also estimated a 10% increase in our property insurance costs.

This pattern of increasing costs above inflation reflects our experience over the last few years., which included a 14% cost increase kitchen replacement costs from 2024/25 to 2025/26.

In preparation of 2025/26 budgets and we have also discussed potential changes in costs with contractors for major elements of repair spend, so that our planning assumptions are reasonable.

We have addressed the possibility of a sustained increase in maintenance costs in the stress testing of our financial projections as shown in **Chapter 13**, Financial Plans and Projections.

The underlying issues relate to increasing materials costs and shortages of skilled labour and are the product of political and economic factors at UK, European and global factors.

To date, economic and construction sector experts have struggled to forecast the duration and scale of the issues currently being experienced. Like other social landlords, WHA's response will need to be carefully considered, with the ultimate contingency being to slow down or pause planned works, impose above inflation rent increases or seek additional borrowing.

## Compliance with Quality Standards

The Association is obliged to meet quality standards set by the Scottish Government:

- Scottish Housing Quality Standard (**SHQS**)
- Energy Efficiency Standard for Social Housing 2020 (known as **EESH 2020**)

On 31<sup>st</sup> March 2025, we reported that 94.95% of our properties were compliant with SHQS. This was ahead of the Scottish average of 87.24% compliance, while our peer group average was 97.44%. SHQS is a continuing requirement, meaning that compliance rates can change from year to year. The marginal failures rate in SHQS are because of tenants failing to provide access for works. We will continue to engage to allow works to progress. Compliance is a key goal when we are updating stock condition information and assembling our investment programmes.

The Scottish Heat in buildings bill is a proposal to improve building energy efficiency and transition heating systems to cleaner sources by 2025. Key provisions include setting minimum energy efficiency for buildings by 2033 and establishing a target to phase out polluting heating systems. Updates on the proposal are expected in late 2025. We also expect the government to publish a draft climate change plan (CCP) at the same time outlining how it will meet statutory emissions reduction targets from 2026 to 2040.

There are several external challenges and uncertainties that currently stand in the way of planning for increased energy efficiency standards and reduced carbon emissions which are.

1. We await the outcome of the the Scottish Government's review of the energy standards
2. The proposed reform of EPC methods and ratings by the UK Government
3. The need for Scottish Government to prioritise funding for investment in retrofitting the nation's homes
4. The availability of technology that is affordable and fit for purpose
5. The Scottish Government's intentions regarding national action on procurement and supply chains.

We expect that the policy and financial framework will evolve during the period of this business plan so we will track matters carefully in each annual update. We will also carry out work to develop Wellhouse's financial planning.

These show that unless external funding is made available, the costs of meeting improved energy standards will deplete our cashflows to a substantial degree. This in turn would reduce resources for other types of essential investment in tenants' homes and make our plan of funding future investment programmes from revenue unachievable. The alternative would be to raise new loans, but this would lead to rent increases as well as undermining the sustainability of WHA's business plan.

## Estates

Wellhouse has a 4-person in-house estates team. From April 2025, we have realigned the roles and responsibilities of the team. The operatives now have focussed responsibility for landscape maintenance for all gardens, back courts, and open spaced areas.

We now employ specialist contractors to provide a free tenant bulk uplift service and undertake fortnightly close cleaning.

The condition of the estate is a key focus of this business plan. In June 2024, our last tenant satisfaction survey revealed that 25% of residents felt we could do better at managing the estate.

## New Housebuilding

We plan to resume our development programme during the period of this Business Plan. As a place-based organisation, our plans relate only to sites in Wellhouse.

Our area has a few vacant and derelict sites that have been left undeveloped for decades. There is a need to complete the physical regeneration of Wellhouse by building new homes to meet housing need and to improve the neighbourhood environment. With the support of Glasgow City Council, WHA is gearing up to take forward the development of up to three sites in the area.

There three sites targeted for possible development are:

Project	Site start	Completion	Number and Type of Units
Phase 9 Archdiocese	April 2026	Oct 2027	40 social rent
Phase 7/8 Balado Road	March 2027	Sept 2029	132 social rent
Phase 7/8 Balado Road	March 2027	Sept 2029	13 new supply shared equity

As described below, the start and completion dates shown should be seen as indicative at this stage, rather than a firm statement of intent on Wellhouse's part and due to the cut in the Housing Budget by the Scottish Government in 2024 these dates may move further out as we work with our colleague's in NRS to secure funding for the Projects.

All three sites are affected by the presence of Water Voles which are a protected species. In addition there are complex flood remediation issues which need to be addressed before WHA will be able to purchase the sites and fully commit to their development. We are working closely with GCC in this regard. The Council's Development and Regeneration Services continue to be supportive of our role in developing the sites with grant funding.

We have worked closely with our development agent, C~urb Property Development (part of the Link group) as well as the Design Teams set up for each Site, in progressing our proposals. We will work with Scottish Water to see flood mitigation plans in place, funded and delivered by them, and to prepare a development strategy and plan covering the three new housing developments.

The intention is to co-ordinate re siting the Water Voles and flood mitigation projects with wider environmental and estate management improvements.

Over the period of the Business Plan, we will aim to purchase at least one site, most likely the archdiocese site and complete this new build. We will also consider the merits and risks of further acquisitions over the next three years.

The final actual programme will be subject to several factors, including external completion of the remediation works, market appraisals and marketing plans for the proposed shared ownership housing, and of our financial/risk appraisals when firm development costs are available.

The programme will also require new private finance to be obtained. Discussions have commenced with range of existing and potential lenders. These will be ongoing whilst we review all the funding options available and their implications before developing a funding package that best meets our needs.

The Association is ambitious to build more new homes in Wellhouse, but we also recognise that development carries significant risks. Assessing and mitigating risks will be a key element of our work, and we will ensure that risk registers are maintained and considered by the Management Committee as we proceed.

## **Contracting and Procurement**

Contracts over the value of £50,000 will be awarded following an open and competitive procurement process and placement on our website and the Public Contracts Scotland web portal. Planned procurement actions are detailed annually within our procurement strategy.

An important aim will be to secure meaningful community benefits packages as part of future construction contracts. We are also seeking to address this for several of our significant maintenance contracts.

## **Financial Resources and Management**

Chapter 13, Financial Plans and Projections, describes how our asset management priorities will be funded, within the resources available to the Association.

## **Business Plan Priorities for Asset Management in 2025/26**

Unless otherwise stated, the priorities described relate to 2025/26.

### **External funding for energy efficiency and carbon reduction**

- 1) Investigate available funding for energy efficiency and carbon reduction

### **Expand stock condition data**

- 1) Expand knowledge of stock through 30% stock condition survey

### **Continue to invest in repair and maintenance of area**

- 1) Deliver on planned maintenance programmes of windows, kitchens and bathrooms
- 2) Deliver a high-quality reactive repairs service
- 3) Prioritise and deliver external painting programme
- 4) Refocus workload of estate wardens on environmental tasks
- 5) Introduce bulk uplift and garden maintenance schemes
- 6) Introduce close cleaning service

### **Continuous improvement of internal processes**

- 1) Revamp void property standard
- 2) Implement contractor's portal within Homemaster
- 3) Review asset management strategy, gas and asbestos policies
- 4) Audit reactive repair data to ensure accuracy in ARC reporting
- 5) Ensure compliance with right to repair legislation
- 6) Reprocurate contracts for cyclical painter work, legionella testing, roof anchor certification & gutter cleaning

### **Maintain Landlord Health and Safety obligations**

- 1) Maintain high standards of resident Health and Safety
- 2) Ensure robust quarterly committee reporting on all aspects of landlord Health & Safety
- 3) Ensure collection of dampness and mould indicators for 2026 ARC submission

### **New Build Development**

- 1) Seek to purchase the site at Balado Road and begin the development of detailed scheme proposals.

## 9. Wider Role in the Community

### Links to Strategic Objectives

Wellhouse's role in the community contributes to the following strategic objectives described in the Business Plan:

**ESTATE MANAGEMENT - Create a vibrant well-maintained neighbourhood where people are proud to live**

**COMMUNICATION - Engage with stakeholders using preferred communication methods to achieve a cohesive inclusive community**

### Wellhouse's approach to "wider role"

Wellhouse's immediate priority when we were first set up was to improve poor housing in the area, which had been badly neglected in the years before the housing stock transferred to us.

Since then, Wellhouse has sought to make a positive difference in the community, complementing our role as a social landlord. The Association's initial approach to community development and support combined the provision of new facilities, notably the Hub, and the direct provision of innovative wider role projects such as positive psychology support, while all of these initiatives brought benefits, we identified several years ago that they had contributed to a reduced focus on our core purpose as a housing provider and property manager.

We have since re-balanced our strategic approach, with WHA now playing the role of a **community anchor organisation** for Wellhouse. This means we continue to address the needs of the community, in some cases through our own efforts but more often by working in partnership with organisations or groups that have expertise and access to resources that we do not have. This is a more sustainable approach that will still produce positive outcomes for the community.

### Community Needs and the Impact of Covid-19

Housing providers' role in supporting their communities is particularly important in Greater Easterhouse. As shown in Chapter 4 of the Business Plan, many Wellhouse residents experience inequality in relation to incomes, access to jobs, health and mortality, and educational outcomes. This has been made worse by:

- The impact of austerity over the last 10-plus years which has led to Glasgow City Council withdrawing from neighbourhood services and facilities.
- The Covid-19 pandemic which has had a much harsher impact in Greater Easterhouse than in most Scottish communities.

Each of the following issues was present in Wellhouse before the arrival of Covid. All were made worse by the pandemic.

- Poverty
- Food insecurity
- Poor physical and mental health
- A lack of savings and financial resilience
- Fuel poverty
- Social isolation
- Low-paid and insecure jobs
- Digital exclusion.

Some residents were able to overcome these challenges, for example if they were in secure employment, but many individuals and households needed help and support. This came from friends, family and neighbours in many cases, while Wellhouse and other local organisations stepped up to provide practical help and support. This support is ongoing. Our Income Advice Officer contributes to maximising individual financial gain. The impact of this cannot be overestimated.

We continue to refer to Home Energy Scotland to help residents struggling with the cost of home energy bills. We also make referrals to Trussell Trust food banks and signpost tenants to Citizens Advice, GEMAP and Step Change for various reasons such as specialist debt advice.

To mitigate the cost-of-living crisis, grant funding from the Scottish Government to was plentiful from 2022 to 2024. This availability boosted the incomes of our tenants. In 2025, most of these sources have now been exhausted. We are particularly keen to attract new funding to allow us to continue helping tenants experiencing fuel poverty which is rising rapidly despite the assistance provided so far from the UK and Scottish Governments. While many tenants would benefit from more specialised advice on their energy costs and usage, our intervention showed the value of Wellhouse being equipped to offer on the spot help to get people through short periods of crisis.

## Community Anchor Role and Key Partners

Wellhouse continues to play a direct role in services and activities that go beyond a traditional focus on bricks and mortar approach.

The **income advice service**, as already described, is our most significant role in terms of direct service delivery. Other Wellhouse services, for example relating to community engagement, environmental maintenance and community events are also important.

**The Hub** at Wellhouse Crescent is a mixed-use new building developed and owned by the Association. The Hub provides office accommodation for the Association as well as premises that are let to:

- The Treasure Tots nursery which provides affordable childcare
- Easthall Residents Association, our main partner for delivering community support and development services in Wellhouse

The Hub also has:

- Flexible space for community use, training and leisure activities
- A meeting/training space.

Our relationship with Easthall Residents Association is continuing on a significant scale. This will deliver several local services in Wellhouse that meet community needs. We value this relationship highly because of the level of expertise Easthall Residents has in community development, service delivery and external fundraising. We also benefit from its positive approach to partnership working, to deliver the best outcomes for the Wellhouse community.

Our 2025/26 programme of services with Easthall Residents and other local partners is as follows:

Service/Activity	WHA Role	Delivery Partner & Role
Community Café	Provider of premises	ERA
Community Bingo	Funder & provider of premises	ERA
Homework club/ "outta school club"	Funder & provider of premises	ERA
Youth services	Funder & provider of premises	ERA
Wellbeing groups	Provider of premises	ERA
Community lunch	Provider of premises	ERA/ Connect
Employability drop-in	Provider of premises	Connect

## Business Plan Priorities for 2025/26

### Income Advice Service for Wellhouse Residents

- 1) Continue to provide a local income advice service which maximises gains in residents' incomes and continues to attract high levels of satisfaction from service users.
- 2) Assist tenants with the ongoing migration from legacy benefits to universal credit to ensure continuity of income and minimise instances of rent arrears.

### Partnership Working

- 1) Use our community engagement activities to seek direct feedback from tenants and residents about community needs.
- 2) Form positive relationships with Connect Community Trust and reengage with the community to heal historic divisions.
- 3) Maintain and continue to develop the strong partnerships we have with EHRA and Easthall Residents Association. Invest £26k in service delivery by Easthall Residents on behalf of the Association (£32.82 per Wellhouse tenancy).

### The Hub

- 1) Carry out the planned programme of repairs and other works to the Hub, working within the framework set by the Hub business plan. In 2025/26 we will undertake a building fire risk assessment.

## 10. Governance & Organisational Resources

### Business Plan Objectives

Although not specifically referred to within the strategic objectives, the importance of sound governance underpins everything we do as an organisation. Our people are recognised in the following strategic objective.

**CAN DO ATTITUDE – Encourage innovative thinking and empower colleagues to problem solve.**

We need to ensure that our organisation is well governed, has sufficient resources and can manage risk. We need to always offer value for money and most importantly, be able to retain the confidence of our customers, regulators and funders.

Critically, Wellhouse's performance and standing in the community and with stakeholders depends on our people and how they carry out their roles, whether this is as a committee member or a member of our staff team.

### Governance Framework

Our governance is shaped by the work we do to comply with the Regulatory Standards of Governance and Financial Management, and by our own policies and working practices.

The key features of our approach include:

- Being clear about Wellhouse's purpose, values, strategy, and objectives, and communicating all these openly inside and outside our organisation.
- Enabling the Management Committee (MC) to focus on providing leadership and strategic direction.
- Providing the MC with good quality, evidence-based information so that they can offer proper scrutiny and challenge.
- Ensuring relationships between the MC and management are constructive, professional, and supportive.
- Expecting MC members to:
  - Be committed to learning and development
  - Take part in an annual appraisal meeting
  - Be well-prepared for meetings and to contribute constructively to the MC's work.
- Observing the highest standards of integrity and behaviour.
- Having effective policies to guide committee recruitment, selection and support.
- Making sure that we are accountable to our members, our tenants and service users, the wider public, our stakeholders and regulators.

## Management Committee

Our Management Committee is the Association's governing body. Three sub committees (Audit and Risk, Staffing and Development) support it.

The MC currently has 10 members (in December 2025) The committee members are:

Maureen Morris (Chair)
David Gebbie (Vice Chair)
Jane Heppenstall
Mary Cawley
Anna Dukova
Christian Dassi
Ann Marie Cunningham
Felix Lynn
Gordon Kerr
Pamela Forrest

The Committee elects its office bearers annually. The Association's Director conducts the role of Secretary.

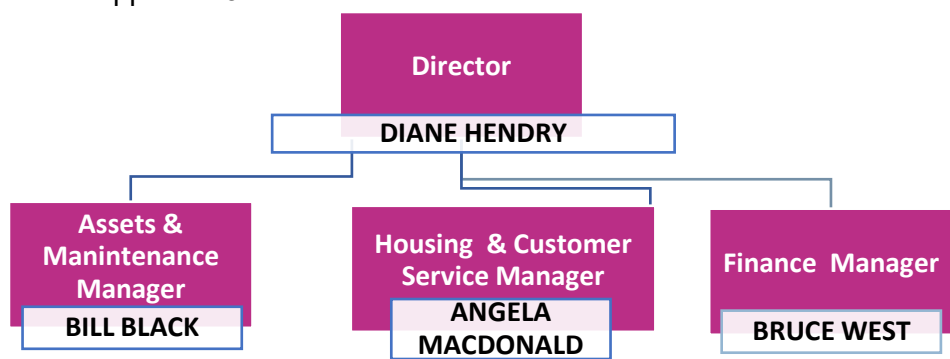
Five members of the Management Committee live in Wellhouse. The remaining committee members do not live in Wellhouse and have joined the MC because they have a commitment to our objectives and have skills and experience that they wish to contribute to the Committee and thereby to the Wellhouse community.

Our committee members have an excellent range of relevant skills and experience from paid work, volunteering, and life experience.

We continue to promote committee membership locally. When required, we also advertise more widely for potential committee members, and this has also been useful in strengthening the MC's collective skills and experience.

## Senior Management

The Management Committee delegates responsibility for Wellhouse's day to day running to the Director who is supported by the Senior Management Team (SMT). SMT members are shown below, with short biographies provided at Appendix 3. Details of our overall organisational structure are also shown at Appendix 3.



## Engagement with the Scottish Housing Regulator (SHR)

Our current Regulatory Status is “compliant”, as set out in the Scottish Housing Regulator’s 2025/26 Engagement Plan for the Association. Maintaining our Regulatory Status at this level is of the greatest importance to the Association.

## Wellhouse’s Organisational Resources

### Our People

#### **Customers visiting the office.**

We will continue with opening hours of 9am to 5pm (4:30pm on Fri) and close for lunch between 1pm – 2pm. We will also close for two half days per month to allow for an all staff meeting and training.

#### **Digital Services**

We will shortly make more of our services available in digital form, as part of our migration to the HomeMaster software system. The system includes a customer portal and an app. Reflecting the profile and preferences of our tenants, we will continue to provide access to our services in the traditional forms. However, the portal should give us a good platform as the number of customers who want to use digital methods increases over time.

As well as a well-populated and up to date website, Wellhouse has a Facebook page that we update frequently.

We are particularly keen to identify further digital options that are as easily accessible to our customers as possible. This will be an area for further work during 2025/26, when we will seek views on our customers preferred contact methods.

#### **Blended Working**

We will consider requests for blended working, however, we have been candid in stating that solutions will depend on job roles, for example the issues to be considered are different for staff in customer-facing roles which require them to be present in the area than they are for staff in back office or administrative roles. Individual circumstances and needs are also important and will be taken into consideration when requests are received.

### Human Resources

Current staffing numbers are shown below, with the full staffing structure shown in Appendix 3.

<b>Number of staff</b>	<b>Full time Equivalent</b>
20 (including 4 members of our estates team)	19.1

The staff team is responsible for all Wellhouse services and functions except for development where it has been more cost-effective for us to engage C-urb as our development agent.

The Director ensures consistent HR management standards throughout the organisation, in relation to recruitment, absence management, training assessment and provision, health and safety management, staff performance management, discipline and grievance. The other members of the management team assist with the implementation of these tasks.

The Director also advises and supports the Management Committee, in its role as employer.

WHA is a full member of EVH, operating in accordance with EVH Terms and Conditions.

Our staffing numbers have remained stable over the last few years. We do not foresee adding to our existing headcount and this is the assumption used in our financial projections. Looking ahead, we are aware that external pressures could put our existing resources under considerable strain, a risk that is present throughout the housing sector.

The two highest risk areas are as follows:

- The continuing **migration of tenants from housing benefit to Universal Credit** has already caused our rent arrears to increase significantly. The migration process continues to accelerate, which is likely to place increased pressure on our housing and income advice staff resources.
- There is still uncertainty around the **Scottish Government** proposed energy and net zero targets, however, changes are likely to involve significant investment on Wellhouse's part, and (potentially) a need for additional procurement and contract management resources. Strain on resources is more likely to occur beyond the 3 years of this Business Plan. This will become clearer when targets, timelines and standards are known.

Planning these issues involves several risks and uncertainties beyond our direct control. For example, de-carbonising the nation's housing stock may be a major infrastructure priority for the Scottish Government, but the Government has still to develop clear and credible plans on finance or the potential role of new national bodies in coordinating the delivery of the works that will be needed.

In the short term, Wellhouse's priority will be to understand the risks and to carefully track the impact of change in these two areas, including the impact on our rental income and possible calls on Wellhouse's resources. We will do this over the lifetime of this Business Plan and will be mindful at all times of the impact on our resources and how we could mitigate this.

One avenue we will explore is the potential for joint working with our EHRA partners who are facing the same issues in relation to climate change. Joint procurement in relation to energy efficiency measures could be considered as a means of achieving efficiencies and allowing for collaboration on looking at the effectiveness of various technical options for retrofitting.

### Staff Remuneration and Pensions

Salaries are based on the EVH salary scales, set through collective bargaining between EVH (as the body representing employers) and the trade unions.

The Association has ended its membership of the Scottish Housing Association Pension Scheme

(SHAPS) final salary scheme, due to the increasing proportion of rental income spent on contributions and our wish to limit WHA's future risk exposure in a multi-member scheme.

We have switched to the Pension Trust's Defined Contribution alternative which is open to all staff. This is also our chosen option for auto-enrolment.

We have continuing liabilities under the SHAPS final salary scheme, relating to servicing the scheme's Past Service Deficit (PSD). Wellhouse's PSD payments are currently very low, and these are expected to remain low in the context of the overall staff pay costs.

Ongoing SHAPS payments as well as our employer's contributions to the new Defined Contribution option are factored into the Association's future cashflows.

### **Staff Learning and Development**

We give high priority to providing support and development and we use a range of tools and ways of working to achieve this.

Our Personal Objective process is used to review, support and develop staff performance. We have a longstanding commitment to learning and development, and our staff regularly meet and network with their counterparts in the other members of EHRA and other fora.

We have a Staffing Committee which oversees the arrangements to support and develop our employees.

We secured our IIP accreditation at Gold in 2025, with the next review scheduled for 2028.

### **Staff Succession Planning**

We carry out an annual succession plan for all our posts. This is an essential discipline because we are a relatively small team, and resignations or retirements potentially have a significant impact.

The Director and Senior Management Team are co-ordinating actions needed to ensure an effective succession process for the posts concerned and in accordance with our Succession Planning Policy. In 2025, Wellhouse will have recruited a new Director, after a nine-year period with the last Director.

### **Our Systems**

Wellhouse operates using Microsoft Office systems. These applications, along with our telecommunications software and hardware, are supported by our IT Consultants, HIPER.

We introduced a new telephone system in 2021, to improve functionality and value for money. The system includes a simple auto attendant which greets callers when they contact us enabling them to be directed to the relevant team.

During 2022, we introduced the cloud based HomeMaster software system which includes asset management, a contractor and customer portal. The system is integrated across our main business functions and has been complemented by the introduction of MS One Drive and Microsoft 365 software. Data cleansing and migration was a priority for staff across the organisation, in readiness for the transition and this has been completed.

We are fully cloud based, including our Board Portal. We continue to move towards our goal of operating on a paper free office basis.

With the introduction of home working and Hybrid working it was essential to develop a robust and secure link to our server using software that created a Virtual private connection. To further enhance security, we have embarked on making all our servers cloud based and this has resulted in a higher level of security as two-part authentication takes place to access the servers or our CRM system. Staff are also reminded on a regular basis not to open links or attachments from unknown sources. Our email facility has a quarantine function that aims to capture spam or harmful emails reaching staff.

## **Business Plan Priorities for 2025/26**

### **Governance**

- 1) To increase and then maintain the size of the Management Committee at a viable level (around 10 members)
- 2) To complete a new Business Plan and detailing the strategic direction and priorities as set by the management committee.
- 3) To prepare a new Committee Learning and Development Plan following the 2025 round of committee member appraisals.
- 4) To provide the MC with assurance regarding Wellhouse's performance and compliance with regulatory and other obligations.

### **Organisational Resources**

- 1) Embed new Director and SMT working relationships.
- 2) Monitor the impact that higher risk areas such as Universal Credit and climate change have on our resources, identifying solutions as soon as possible.
- 3) Further develop joint working with EHRA partners in these areas, with a view to identifying partnership working such as shared staff resources or collaborative procurement.
- 4) Develop a wellbeing strategy for staff and committee members, with particular emphasis on IIP feedback.
- 5) Implement staff training and development plans linking to succession planning.
- 6) Implement our project plan for the implementation of the customer portal and contactor portal on HomeMaster

## 11. Value for Money

Value for money (VFM) is referred to in the following strategic objective.

**FUNDING– Remain a financially secure business by maximising income and achieving best value through efficiency.**

The effective pursuit of VFM is becoming ever more important. As well as meeting tenant and regulatory expectations, we know that many tenants are struggling to afford the necessities of life such as heating their homes and putting food on the table. Simultaneously, our sector is experiencing growing financial pressure because of a prolonged period of economic turbulence and the impact of government policy and legislation.

Wellhouse has a well-documented policy framework relating to Value for Money (VFM). The following diagrams summarise this, by stating the outcomes we seek to achieve and the main tools and techniques we use to address these outcomes.

### Wellhouse's key value for money outcomes



### Our key tools and techniques for achieving these outcomes



Much of Wellhouse’s work in VFM in recent years has centred on our performance management results for delivering services and addressing how we work as an organisation at the corporate level.

Over the three years of this Business Plan, we intend to combine this type of improvement work with initiatives that have the potential to be more transformational in improving our business efficiency, aligning our activities, and spending closely to tenants’ priorities. We will do this by developing an annual programme of VFM/improvement initiatives, as described at the end of this Chapter.

## Value for Money Scorecard

In this chapter, we present a Value for Money Scorecard that reports on Wellhouse’s performance against selected Charter indicators that we use as **value for money indicators**. For each indicator, we also compare Wellhouse’s performance with our chosen peer group of comparable housing associations, and with national average results.

The indicators contribute to one or more of the following value for money principles:

### **SATISFACTION**

Evidence of direct value or benefit to Wellhouse customers, for example as expressed in satisfaction levels, the quality of the home

### **ASSET MANAGEMENT/ OPERATIONS**

How efficiently services are managed, with a corresponding benefit to tenants or to Wellhouse. For example, the time taken to provide a service

### **FINANCIAL**

Evidence of a positive financial impact, resulting in a measurable net monetary gain or contributing to Wellhouse’s financial wellbeing.

The following table illustrates Wellhouse’s average annual result for the year 2024/25 against peer groups. The peer group used is shown in the footnote below<sup>2</sup>.

**GREEN SHADING:** The best result when Wellhouse, our peer group average and the Scottish average are compared

**PINK SHADING:** The poorest result when Wellhouse, our peer group average and the Scottish average are compared

## VFM Indicators for financial year 2024/25

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<sup>2</sup> The nine members of the benchmarking peer group are Ardenglen HA, Blairtummock HA, Cadder HA, Calvay HA, Cassiltoun HA, Easthall Park HC, Ferguslie Park HA, North View HA, Pineview HA and Wellhouse HA.

VFM Category	Charter Indicator	WELLHOUSE 2024/25	PEER GROUP AVERAGE 2024/25	SCOTTISH RSL AVERAGE (2024/25)
Satisfaction	% of tenants overall satisfied	80.67%	89.53%	88.16%
Satisfaction	% of tenants satisfied at being kept informed	89.67%	96.05%	91.95%
Satisfaction	% of tenants satisfied with partition in decision making	89.67%	94.88%	88.46%
Satisfaction	% tenants satisfied with quality of home	78%	85.23%	85.97%
Satisfaction	% tenants satisfied with repairs service	85.61%	92.07%	87.13%
Satisfaction	% tenants satisfied with landlord contribution to management of neighbourhood	75.33%	92.09%	85.73%
Satisfaction	% tenants who feel rent for property represents good value for money	75.33%	87.22%	82.06%
Satisfaction	% factored owners satisfied with factoring service	82.14%	56.1%	58.61%
Asset Management	% properties meeting SHQS year end	94.95%	97.44%	92.04%
Asset Management	Average hours to complete emergency repairs	1.74 hr	2.58 hr	2.98 hr
Asset Management	Average working days to complete non-emergency repairs	6.06 days	4.38 days	6.43 days
Asset Management	% reactive repairs completed right first time	97.97%	94.99%	89.99%
Asset Management	% gas safety checks completed out with the anniversary date	0%	0.88%	2.54%
Asset Management	Time taken to complete adaptations in days	39 days	105.9 days	72.59 days
Operations	Average time taken to complete stage 1 complaints	3.7 days	4.02 days	4.14 days
Operations	Average time taken to complete stage 2 complaints	15.27 days	23.06 days	18.21 days
Operations	% tenancy offers refused	28.99%	24.58%	20.92%
Operations	% anti-social behaviour cases resolved	91.76%	98.58%	93.67%
Operations	% tenancies sustained > 1year	93.55%	93.18%	95.5%
Operations	Annual stock turnover (dwellings that became empty in year as % of all self-contained lettable stock)	6.82%	5.13%	7.21%
Operations	Average calendar days to re-let properties	28.33 days	22.76 days	29.4 days
Operations	% gross rent arrears of rent due	8.44%	4.19%	3.45%
Operations	% of rent due lost through empty properties	0.46%	0.34%	0.68%
Staffing	Total staff per 1,000 units	24.12	25.28	35.45
Staffing	Staff costs % turnover	20.6%	22.06%	23.08%
Staffing	Key management personnel % staff costs	30.3%	24.53%	16.91%

VFM Category	Charter Indicator	WELLHOUSE 2024/25	PEER GROUP AVERAGE 2024/25	SCOTTISH RSL AVERAGE (2024/25)
Staffing	Staff turnover	10%	13.96%	13.81%
Staffing	% staff absence	1.29%	2.77%	5.01%
Financial	Average weekly rent £	91.84	94.45	106.53
Financial	Net debt per unit £	3,908	1,061	7,906
Financial	Rental income per unit £	4,782	4,893	5,389
Financial	Turnover per unit £	5,644	5,728	8,440
Financial	Management costs per unit £	1,803	1,981	1,990
Financial	Repairs & Maintenance cost per unit £	1,352	1,281	1,618
Financial	Capitalised maintenance cost per unit £	564	505	912
Financial	Void rent loss %	0.6%	0.5%	1.0%
Financial	Rental bad debts %	0.7CR%	0.5%	0.45%

## Rent Levels and Rent Affordability

### Rent Levels

#### Guiding Principles

Wellhouse's approach to rent-setting is based on:

- Keeping rents affordable to tenants who pay some or all their rent themselves (e.g., working households including people on low wages and pensioner households receiving occupational pensions above a certain value)
- Keeping rent increases to the minimum needed to provide high quality services and homes, in line with tenants' expectations
- Keeping our rents competitive in comparison with those of other housing associations
- Making sure WHA has sufficient income to meet its obligations to tenants and funders, as well as headroom to manage future financial and economic risks.

#### Current Rents and Rental Comparisons

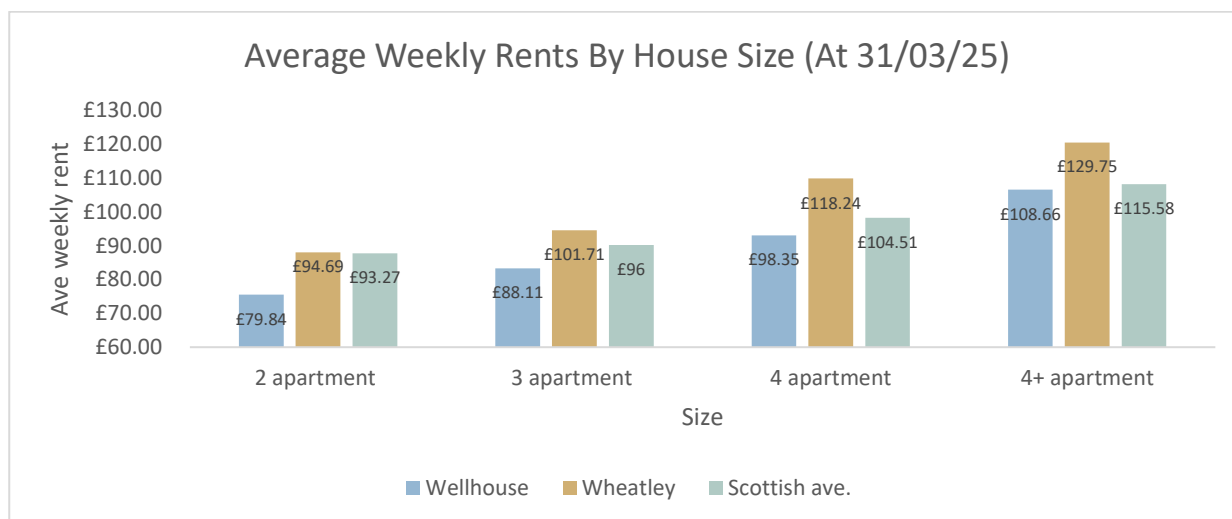
WHA's average rents on 31 March 2025 are shown in the following table, alongside the averages for all eight housing associations in Greater Easterhouse that are members of EHRA.

	1 apartment	2 apartment	3 apartment	4 apartment	5 apartment or larger
<b>Wellhouse HA</b>	N/A	£79.84	£88.11	£98.35	£108.66
<b>EHRA Average</b>	£58.98	£77.95	£86.26	£97.51	£108.16

The table shows that Wellhouse rents were either marginally above or marginally the EHRA average.

This is a good outcome, since EHRA members' rents are among the lowest housing association rents in the country.

The competitive nature of our rents is also confirmed by comparing WHA rents with those charged by Wheatley Homes Glasgow, which is the other significant social landlord in Greater Easterhouse, and with national average rent levels reported in the 2024/25 ARC.



Following consultation with tenants, the Management Committee has set a rent increase of CPI inflation plus 1% for 25/26. Preserving Wellhouse’s competitive rents will be increasingly challenging during the 3-year period of this Business Plan due to rising costs, however this will also affect our peers.

As described in Chapter 13, Financial Plans and Projections, the budget set for 2025/26 recognises that there will be substantial increases in our costs. We will need to absorb these external cost pressures while at the same time being responsive to pressure on tenants’ household incomes and raising sufficient rental income to provide the quality services and investment that tenants rightly expect.

Our financial projections assume that rental income we will increase in future years by inflation plus 1%. We will keep this assumption under review when setting each year’s, based on the prevailing financial circumstances. Where it is feasible to increase rents by less than CPI plus 1% in any given year, we will do so. If it is not feasible, we will tell tenants the reasons why and what we have done to keep increases to the minimum necessary.

During our rent consultation, we will be upfront in advising tenants of the nature and scale of external cost pressures that resulted in the proposed increase, to keep the investment programme at planned levels. It is unlikely that rising costs driven by external economic factors will be a short-term issue, therefore we must plan accordingly to ensure there is no impact on our overall financial sustainability.

Wellhouse’s commitment to seeking improved value for money savings across all aspects of our business will be key to addressing these challenges. We also need to achieve a good level of dialogue with tenants about the relationship between rent and how tenants would wish us to prioritise future spending. As we engage with tenants, the potential of partnership working to improve value is also central to our thinking.

## Social Value

Wellhouse's activities, both as a landlord and a community anchor organisation, generate considerable value and we are keen to capture and report on this to our stakeholders and as part of our work on value for money. In year 2024/25 we will seek views from our tenants on the importance our social activities.

As the business plan progresses, we will seek a more robust method to demonstrate value for money. We will consider the approach developed by SFHA and the Housing Associations Charitable Trust (HACT). The benefits of this approach are that the HACT Social Value Bank (SVB) provides a ready-made tool which is being increasingly used within the sector. It provides robust and fully researched monetary measurements of the social value that flows from a wide range of activities. Use of the SVB is also dependent on housing organisations' ability to demonstrate the underlying evidence for the value claimed. Some of this would be available from WHA's own management information, while in other cases survey information would need to be assembled.

## Rent Affordability

The Association uses a **rent to income percentage of 25%** to judge whether our rents are affordable to people in low paid work. This means that a household should not spend more than a quarter (25%) of its income on rent, so that it can pay for other living costs.

Each year, we test our proposed rents for all of Wellhouse's house sizes as well as typical household and employment circumstances. Our assessment is based on two different income levels:

- **Firstly, households with "moderate incomes"**

Moderate incomes are the 30<sup>th</sup> percentile of average household earnings for Glasgow, as published by the Office of National Statistics.

We use the SFHA Affordability Tool to test affordability for working households whose earnings are below average but also higher than would make them eligible for help with their rent from housing benefit or Universal Credit.

- **Secondly, households earning the Minimum Wage (people aged 21 plus)**

Households in this category are usually eligible for help with their rent and other income support. The main exception is single people who are generally disadvantaged by the benefits system as well as by having just one source of income to run a home. Single parents can also lose out if they are working less than full-time.

The results of the rent affordability tests for increase 2026/27 using both methods are shown below, with the rent to income percentage shown in the final column:

Apt size	Property Average Weekly Rent 26/27	Household Type	Income Type	Rent % of income
2 apt	£86.60	Single person	ASHE 30 <sup>th</sup>	20.8%
		Single person	Min Wage	23.0%
		Single pensioner	ASHE 30 <sup>th</sup>	18.9%
		Single pensioner	Min Wage	20.9%
3 apt	£95.57	Single person & 2 children	ASHE 30 <sup>th</sup>	14.4%
		Single person & 2 children	Min Wage	15.9%
		Couple pensioner	ASHE 30 <sup>th</sup>	15.3%
		Couple pensioner	Min Wage	16.9%
		Couple 1 full time, 1 part time	ASHE 30 <sup>th</sup>	15.3%
		Couple 1 full time, 1 part time	Min Wage	16.9%
4 apt	£106.68	Single person & 2 children	ASHE 30 <sup>th</sup>	16.0%
		Single person & 2 children	Min Wage	17.7%
		Small family	ASHE 30 <sup>th</sup>	12.2%
		Small family	Min Wage	13.5%
4 apt+	£117.97	Large family, 3 children	ASHE 30 <sup>th</sup>	11.8%
		Large family, 3 children	Min Wage	13.1%

Out of 16 house size/household/employment scenarios we tested:

- The 25% target level was met in all cases.
- 13 of the 16 cases were less than 20%, with 3 cases falling in the range of 20% to 23%.

Non-working households face a different set of pressures. While Housing Benefit or Universal Credit may cover the rent, the level of benefits paid to meet other living costs is extremely low.

While collecting rent and reducing rent arrears are major objectives for Wellhouse, so is offering our tenants practical help with maximising their incomes and addressing poverty. Our Income Advice Officer and Housing Officers play a hugely important role in working with tenants to prevent or reduce rent arrears.

The devolution of some social security powers to the Scottish Parliament offers some cause for optimism for both working and non-working households. The Scottish Child Payment was introduced in 2021 to alleviate child poverty. A new Scottish Adult Disability Payment is also operational replacing Personal Independent Payment with a different and more compassionate approach to assessing eligibility for people with serious health or disability conditions.

## Development

During the last business plan, Wellhouse had stated its development aspirations for 3 sites within its geographical boundaries. In 2023/24, the Scottish Government withdrew funding of its Affordable Housing Supply Programme and plans were halted. This was budget was reinstated in 2024/25 and work in this area recommenced. This will assist with meeting identified housing need, ensuring value for money while providing high quality affordable housing.

The development over 3 phases will result in the provision of approximately 170 additional properties for rent.

### Development Plans

**Phase 9** - (Former archdiocese site Wellhouse Crescent), 40 flatted units, estimated start April 2026 and estimated completion October 2027.

**Phase 7/8** – (former school site Balado Road & Wellhouse Crescent), 132 units incorporating 13 additional units for new supply shared equity, estimated start March 2027 and completion 2029

## Funding and Treasury Management

In the first year of the business plan, Wellhouse will commission a firm of treasury advisers with experience in housing association finance to support the development and delivery of a funding strategy for the organisation.

This will provide a route map to appraise options in respect of refinancing existing loans and securing additional borrowing to ensure we are able to invest in our current properties and realise our development aspirations. As part of this process we will also consider our options around our future pension liabilities.

## Business Plan Priorities for 2025/26

### Funding

1. Secure funding for new build sites through government grants and private finance.
2. Investigate funding for energy efficiency and carbon reduction projects.

### Consolidating our financial options

1. Commissioning and undertaking a treasury management review.
2. Considering options for future of defined benefit pension liabilities.

### Maximising income

1. Maximising rental income and recovering rent arrears.

### Value Indicators & spending monitoring

1. Demonstrate value through procurement and our strategy
2. Ensuring budget forecasts achieved.

### Additional value and efficiency indicators being considered

- Our ability to limit rent increases to CPI+1% will be examined each year of the plan.
- Seeking tenant views to ensure our service delivery model is in line with tenant priorities and use information to increase satisfaction.
- Apply continuous improvement principles to all best value indicators
- Refresh our stock condition data to ensure robust financial forecasting in place

## 12. Strategic Risk Assessment

### Introduction

This chapter highlights Wellhouse's **top ten strategic risks**. These are drawn from the Strategic Risk Register at Appendix 6 of the Business Plan.

We have assessed the top ten risks as having a "high" or "significant" potential impact on the achievement of objectives and/or the effective conduct of our business.

Some of the risks have an operational as well as a strategic dimension, for example if we fail to meet our legal obligations for safeguarding the health and safety of our tenants and our staff. In such cases the risks would have a wider strategic significance because they could result in harm to our tenants or result in regulatory intervention or significant reputational damage.

### Top Ten Strategic Risks

For each of the top ten risks, this Chapter shows:

- A description of the risk
- A current assessment of the risk
- A Risk Score (residual risk considering mitigation factors) and a Risk Appetite Score which represents the level the risk the governing body is willing to tolerate.

The scoring of risks and our response to them will change over time, so this Chapter is best viewed as a snapshot of risks at a given point in time.

Several of the strategic risks we have identified stem from the current economic climate, which is fast-changing. This emphasises the importance of the Strategic Risk Register being regularly reviewed and updated, along with making changes in real time to our operational responses, where required.

Finally, this Chapter does not show WHA's controls and methods for treating each risk. These are set out in full the Strategic Risk Register which describes our risk management response to all Wellhouse's identified strategic risks.

### Risk Scoring Method

Risk Scores are calculated using the following table:

Impact	Likelihood
1 – Insignificant	1 - Rare
2 – Minor	2 - Unlikely
3 - Moderate	3 - Possible
4 - Major	4 - Likely
5 - Extreme	5 - Almost Certain









The **impact and likelihood of each residual identified risk** are scored from 1 to 5. The two scores are then multiplied, to give an overall risk score which is colour-coded as follows:













**RED** the risk score is **high (score 15, 16, 20, 25)**

**AMBER** the risk score is **medium (score 9, 10, 12)**

**GREEN** the risk score is **low (score 1, 2, 3, 4, 5, 6, 8)**

### Top 10 Strategic Risks :Classed as “High” or “Medium” 2025

Risk Description	Assessment	Residual Risk Score	Risk Appetite
<p><b>Cyber Security/ IT</b></p> <p>We suffer loss of data, service, money or reputation through cyberattacks or failure of IT systems.</p>	<ul style="list-style-type: none"> <li>The Association was subject to a phishing hack/cyber-attack in August 2025.</li> <li>This resulted in the attacker copying one employees email account and attachments.</li> <li>To date this has not resulted in a financial loss or loss of service from the Association.</li> <li>There was a loss of personal data (not considered to be a material risk to those affected) and it was reported to the ICO.</li> <li>There continues to be a growing threat in relation to cyber attacks</li> </ul>	<p><b>16</b></p> 	<p><b>8</b></p> 
<p><b>Delivery of stock improvements</b></p> <p>We fail to deliver the required improvements and investments in the housing stock</p>	<ul style="list-style-type: none"> <li>Delivery plans in place for current years kitchens and bathrooms replacements.</li> <li>These works and windows largely delivered to timescale</li> <li>Positive feedback from tenants on windows and kitchens to date.</li> <li>Need to prepare delivery plans for next few years to include addressing backlog of kitchens and bathrooms</li> </ul>	<p><b>12</b></p> 	<p><b>6</b></p> 
<p><b>New build development</b></p> <p>We fail to deliver the new build proposals</p>	<ul style="list-style-type: none"> <li>Mid-year review completed with Glasgow City Council.</li> <li>Commitment to take proposals is still there.</li> <li>Heads of terms drafted for Phase 9 site.</li> <li>Project design team being reinstated</li> </ul>	<p><b>12</b></p> 	<p><b>9</b></p> 
<p><b>Health &amp; Safety – Tenant</b></p> <p>We fail to effectively manage risks to the health and safety of tenants</p>	<ul style="list-style-type: none"> <li>Quarterly health and safety report being submitted to Management Committee</li> <li>first report was August 2025 and next one due December 2025.</li> <li>Current gas safety KPI is no outstanding services. Plans in place to conduct statutory inspections.</li> <li>Asbestos policy reviewed October 2025.</li> <li>Training and policy framework generally up to date</li> </ul>	<p><b>12</b></p> 	<p><b>8</b></p> 

Risk Description	Assessment	Residual Risk Score	Risk Appetite
<p><b>Funding – Loan facilities</b></p> <p>We fail to have sufficient loan facilities to meet borrowing requirements</p>	<ul style="list-style-type: none"> <li>Management Committee approved borrowing strategy and approach to securing £19.5m of borrowing.</li> <li>Tender due to be issued 31 March 2026.</li> <li>Review of 30-year financial projections demonstrate viability of proposed borrowings.</li> </ul>	<p>9</p> 	<p>6</p> 
<p><b>Communications – Individual customer</b></p> <p>We fail to meet individual customer expectations in how we communicate with them</p>	<ul style="list-style-type: none"> <li>Positive feedback in terms of compliments being received.</li> <li>Positive reaction to tenants' perceptions of improvements and actual/ planned kitchen and bathroom replacements.</li> <li>19 complaints received in Q1/2. 13 compliments received in Q1/2.</li> </ul>	<p>9</p> 	<p>6</p> 
<p><b>Communications – Community</b></p> <p>We fail to improve our standing in the community</p>	<ul style="list-style-type: none"> <li>Generally positive outcome at AGM.</li> <li>Community improvements in estate re resurfacing of Wellhouse Crescent.</li> <li>Positive feedback from tenants on how the estate looks/appears.</li> </ul>	<p>9</p> 	<p>6</p> 
<p><b>Financial – Rental Income</b></p> <p>Rent arrears and empty properties lead to a loss of rent</p>	<ul style="list-style-type: none"> <li>Void rent loss and rent arrears in line or better than budget/target.</li> <li>Challenges remain in terms of tenant earnings and around the wider benefits system and move to universal credit this is not resulting in higher rent arrears.</li> <li>There remains a strong demand for housing.</li> </ul>	<p>9</p> 	<p>6</p> 
<p><b>Staffing – Staff skills, knowledge &amp; competencies</b></p> <p>We fail to have the right mix of staff skills, competencies and ensure staff are fully engaged to delivering the objectives</p>	<ul style="list-style-type: none"> <li>There have been a small number of staff changes over the last few months and there remains one vacant post.</li> <li>Staff development/delivery plans are in place.</li> <li>Although some staff training has been carried out it is at an early stage.</li> </ul>	<p>9</p> 	<p>6</p> 
<p><b>Health &amp; Safety – Staff &amp; Office</b></p> <p>We fail to protect staff and those attending our office against risks to their health and safety</p>	<ul style="list-style-type: none"> <li>Quarterly health and safety report being submitted to Management Committee – first report was August 2025 and next one due December 2025</li> </ul>	<p>9</p> 	<p>6</p> 

## Managing and Monitoring Risks

Scoring risks is a useful discipline and a standard element of risk management good practice. However, it is not an exact science and does not remove the need for careful monitoring and thinking about the causes and tools for managing risks.

The drivers for the various risk factors in the Register vary. Some risks are internal in nature, some are external, and others are a combination of these things. This question of control and influence has a direct impact on WHA's risk management but in all cases, we will monitor identified risks carefully and take steps to mitigate them wherever this is possible.

## Risk Appetite

The Management Committee's main focus in this Business Plan is consolidating and improving the performance of our core business and to pursuing growth through new housebuilding to complete the physical regeneration of Wellhouse.

The Management Committee generally has a **moderate and prudent appetite for risk**, but it is not risk averse. We recognise that our plans to develop new homes in the next three years will involve additional risks and we are addressing this in several ways. These include maintaining strong partnerships with the City Council, working with our development agent to bring specialist skills to the development process, managing processes through 2 design teams and ensuring that site constraints are fully investigated and resolved before we commit to site purchases and the development of proposals.

We will also seek to consolidate and develop our role as a community anchor organisation for Wellhouse. This may involve some external fundraising and direct delivery of services by WHA, to address the poverty and social inequality that exists in the community. However, our financial and people resources for undertaking such work are finite, and our expertise lies in housing and property management rather than more specialist community development/support services.

Accordingly, we will continue to strengthen our partnerships with Easthall Residents and EHRA and pursue new partnerships that would help to address community needs. This will also help to keep any risks within acceptable levels while maximising the impact that can be achieved.

## Internal Audit and Self Assurance

The Strategic Risk Register is supported by a regular programme of internal audit and by the self-assurance work we do in preparation for submitting the Annual Assurance Statement to SHR.

Our internal auditors are Wylie and Bissett, whose appointment has been renewed following a joint procurement exercise with other EHRA members.

## Business Plan Priorities for 2025/26

The Association's priorities during 2025/26 will be as follows:

- 1) The Management Team will review the strategic and operational risk registers quarterly, with the Audit and Risk subcommittee reviewing the Strategic Risk Register on the same cycle *with an emphasis on development*
- 2) We will agree a new internal audit plan and programme with our internal auditors.
- 3) We will follow up all matters raised in internal audit reports.
- 4) In carrying out this year's programme of self-assurance work, we will identify any areas where we are not compliant or at risk of non-compliance, drawing on reports and other evidence that have been received or developed over the course of the previous 12 months.

## 13. Financial Position and Performance

This chapter provides an overview of both the Association's recent financial position and performance and future projections. It is based on the financial documentation in Appendix 7 of the Business Plan.

The following sections set out the Association's financial position and performance as follows:

- A summary of current and historic financial performance and position based on the approved budget for 2025-26 and audited accounts for 2024-25.
- Projected financial performance and position for future years over 5 year and 30-year windows.

### CURRENT AND HISTORIC FINANCIAL PERFORMANCE AND POSITION

This section sets out the financial performance and position based on the approved budget for 2025-26 and the audited accounts for 2024-25.

#### Statement of Comprehensive Income

This summarises the income and expenditure, and resulting surplus, of the Association for 2024-25 (actual) and 2025-26 (budget).

	Actual 2024-25 £	Budget 2025-26 £
Turnover	4,481,512	4,532,058
Operating expenditure	(3,640,744)	(3,940,389)
Operating surplus	840,768	591,669
Net interest payable	(218,626)	(196,991)
Surplus for year	622,142	394,678
Actuarial gain (loss) on pension scheme	23,000	(100,000)
Increase in capital and reserves	645,122	294,678

Actuals for 2024-25 per audited accounts - Turnover totalled £4,481,512 for 2024-25 and operating expenditure totalled £3,640,744 resulting in an operating surplus of £840,768. After net interest payable of £218,626 the surplus for the year was £622,142. An actuarial gain on the defined benefit pension scheme of £23,000 resulted in an increase in capital and reserves of £645,122.

Approved budget for 2025-26 - Turnover is budgeted at £4,532,058 for 2025-26 and operating expenditure is budgeted at £3,940,389 resulting in an operating surplus of £591,669. After net interest payable of £196,991 the surplus for the year was £394,678. An actuarial loss on the defined benefit pension scheme of £100,000 resulted in a budgeted increase in capital and reserves of £294,678.

## Statement of Financial Position

This summarises the assets and liabilities of the Association as of 31 March 2025 (actual) and 31 March 2025-26 (budget).

	Actual 2024-25 £	Budget 2025-26 £
Net book value of housing stock	25,884,533	25,678,328
Net book value of other non-current assets	1,248,956	1,184,654
Debtors – money owed to the Association	352,912	399,265
Cash in bank and invested in deposits	3,805,780	2,955,358
Creditors - amount owed by the Association and due within the next year	(710,073)	(1,184,654)
Loans due to be repaid	(6,908,348)	(6,648,944)
Deferred grants received	(13,367,360)	(11,869,476)
Pensions liability	(131,000)	(212,008)
Net assets and capital and reserves	10,175,400	10,302,523

Actuals for 2024-25 per audited accounts - The net book value of housing stock was £25,884,533. The net book value of offices, commercial units and equipment was £1,248,956. Amounts owed to the Association (mainly rents) was £352,912 and cash invested in deposit accounts or held in the bank was £3,805,780. Liabilities comprised amounts owed by the Association of £710,073, loans due of £6,908,348, deferred grants of £13,367,360 and a pensions liability of £131,000. The resulting net assets were £10,175,400 and this was represented by capital and reserves.

Approved budget for 2025-26 - The net book value is estimated to be £25,678,328. The net book value of offices, commercial units and equipment is budgeted at £1,184,654. Amounts owed to the Association (mainly rents) is budgeted at £399,265 and cash invested in deposit accounts or held in the bank is estimated to be £2,955,358. Liabilities are budgeted to comprise amounts owed by the Association of £1,184,654, loans due of £6,648,944, deferred grants of £11,869,476 and a pensions liability of £212,008. The resulting net assets is £10,302,523 and this is represented by capital and reserves.

## Cash Flow Statement

This summarises the flow of cash in and out of the Association during 2024-25 (actual) and 2025-26 (budget).

	Actual 2024-25 £	Budget 2025-26 £
Net cash generated by operating activities	1,599,844	1,095,721
Cash outflow from investing in existing housing stock and new housing developments less interest received	(358,757)	(748,064)
Cash paid out in loan interest and loan repayments	(547,336)	(517,775)
Increase (decrease) in cash held in bank and invested in deposit accounts	693,751	(170,118)
Cash in bank and invested in deposits on 1 April 2024	3,112,029	3,125,476
Cash in bank and invested in deposits on 31 March 2025	3,805,780	2,955,358

Actuals for 2024-25 per audited accounts - Operating activities generated a net cash inflow to the Association of £1,599,844. This was used to meet the payments out to investing development new and improving existing houses net of interest received of £358,787 and loan interest and

repayments of £547,336. After this there was an increase in cash into the Association of £693,751 which increased the cash in the bank and invested in deposit accounts.

Approved budget for 2025-26 - Operating activities is budgeted to generate a net cash inflow to the Association of £1,095,721. This is budgeted to be used to meet the payments out to investing development new and improving existing houses net of interest received of £748,064 and loan interest and repayments of £517,775. This results in a budgeted decrease in cash into the Association of £170,118 which reduces the cash in the bank and invested in deposit accounts.

### Key Financial Indicators

The table below sets out the Associations performance in terms of its loan covenants and some key financial indicators compared to national averages.

Loan covenant compliance	Actual 2024-25 £	Budget 2025-26 £
Interest cover on EBITDA less MRI	452%	122%
Gearing	16.3%	15.2%
Security value asset cover	360%	374%

The loan covenant requirements for 2024-25 were met and are budgeted to be met in 2025-26.

EBITDA – Earnings before interest, tax, depreciation and amortisation

MRI – Major repairs investment – capitalised maintenance

Comparison with national averages	National RSL Average 2024- 25 £	Wellhouse Actual 2024-25 £	Wellhouse Budget 2025-26 £
Turnover per unit	8,440	5,486	5,707
Management and maintenance administration costs per unit	1,990	1,803	2,139
Repairs and maintenance per unit	1,618	1,352	1,564
Capitalised maintenance per unit	912	564	1,010
Void rent loss %	1.0%	0.6%	0.8%
Rent arrears (net)	2.0%	1.9%	2.0%
Staff costs as a percentage of turnover	23.08%	20.6%	22.9%
Gross debt per unit	11,730	8,701	8,374
Net debt per unit	7,906	3,908	4,652
Net interest per unit	436	266	248

## FUTURE FINANCIAL PROJECTIONS 5 YEARS

This summarises the financial projections for the next 5 financial years from 2026-27 to 2030-31.

### Statement of Comprehensive Income

This summarises the forecast income and expenditure, and resulting surplus, for the Association for 2026-27 to 2030-31

	2026-27 £	2027-28 £	2028-29 £	2029-30 £	2030-31 £
Turnover	5,007,886	5,705,799	6,621,405	7,166,765	7,527,620
Operating expenditure	(3,900,248)	(4,203,152)	(4,180,362)	(4,372,620)	(4,641,844)
Operating surplus	1,107,638	1,502,647	2,441,043	2,794,145	2,885,776
Net interest payable	(169,078)	(381,648)	(952,000)	(824,059)	(909,975)
Surplus for year	938,560	1,120,999	1,489,043	1,970,086	1,975,801
Actuarial (loss) on pension scheme	(36,000)	(36,000)	(36,000)	(36,000)	(36,000)
Increase in capital and reserves	902,560	1,084,999	1,453,043	1,934,086	1,939,801

Turnover increases each year based on inflation rent increase of inflation plus 1%, new build housing becoming available for rent and amortisation of deferred grant which include grant for new build. There is no change to underlying management and maintenance administration costs other than existing 3 year pay award deal and an uplift of inflation plus 0.5% for staff costs and 0.25% for overheads through to 2029-30. Repairs and maintenance reflect an increase for new build and inflation plus 1% through to 2029-30. Interest increases based on now borrowing to fund the new build development. The pensions actuarial loss reflects the agreed current pensions deficit contributions. There is an operating surplus each year and increase in capital and reserves.

### Statement of Financial Position

This summarises the forecast assets and liabilities of the Association for the financial year ends 31 March 2027 to 2031

	2026-27 £	2027-28 £	2028-29 £	2029-30 £	2030-31 £
NBV of housing stock	33,428,287	50,164,871	65,913,095	73,725,714	73,776,339
NBV of other non-current assets	1,192,956	1,175,277	1,157,654	1,140,088	1,122,581
Debtors - money owed to the Assoc	376,235	397,730	437,402	485,993	518,144
Cash in bank and deposits accs	1,916,128	2,089,518	11,439,595	3,636,206	3,631,679
Creditors - owed by the Association	(783,020)	(861,352)	(849,066)	(896,707)	(970,745)
Loans due to be repaid	(4,500,000)	(7,792,283)	(19,074,035)	(18,844,722)	(18,603,783)
Deferred grants received	(20,021,421)	(32,479,596)	(44,877,438)	(43,165,280)	(41,453,122)
Pensions liability	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Net assets and capital & reserves	11,478,165	12,563,165	14,016,207	15,950,292	17,890,093

NBV – Net book value (gross cost or valuation less depreciation)

The gross cost and net book value of housing stock increases over the next 5 years as the new build development progresses to completion and also through investment in the existing stock. Debtors move proportionately to income so increase as a result of rent uplifts and new build coming to the rental pool. Cash varies depending on cash flow and in particular new loan drawdown, loan repayments and the Associations private finance element of new build being paid out. Creditors vary based on operating expenditure. Loans increase based on the refinancing and new loans to meet the net cost of new build and these gradually reduce due to the capital and interest repayment elements. The grant on new build development accounts for the significant increase in deferred grants. Net assets and capital and reserves increase strongly based on the operating surplus each year.

### Cash Flow Statement

This summarises the forecast flow of cash in and out of the Association for the years 2026-27 to 2030-31.

	2026-27 £	2027-28 £	2028-29 £	2029-30 £	2030-31 £
Net cash generated by operating activities	1,367,482	1,447,959	1,828,820	2,253,832	2,391,134
Cash outflow from investing in existing housing stock and new housing developments less interest received	(794,522)	(4,125,252)	(2,746,377)	(8,824,854)	(1,163,295)
Cash received or (paid out) in loans taken, loan interest or loan repayments	(1,962,152)	2,850,683	10,267,633	(1,232,367)	(1,232,367)
Increase (Decrease) in cash held in bank and invested in deposit accounts	(1,389,193)	173,390	9,350,077	(7,803,388)	(4,528)
Cash in bank and invested in deposits on 1 April	3,305,321	1,916,128	2,089,518	11,439,595	3,636,206
Cash in bank and invested in deposits on 31 March	1,916,128	2,089,518	11,439,595	3,636,207	3,631,678

Ongoing rental and maintenance of the existing housing stock is forecast to continue to generate a cash surplus in operating activities. This increases due to the new build development completing and being available for rent. There are large amounts of cash payments out on investment due to life cycle component replacements (mainly kitchens and bathroom) and on the construction costs less grant for new build. There are significant movements in financing cash flows due to the drawdown of new loans, repayment of existing loans and commencing the capital repayments on some new loans. The interest payable increase significantly due to the much higher level of borrowing. There remains a high level of cash balances over the next 5 years – always in excess of £2m.

## Key Financial Indicators

The table below sets out the Associations projected performance in terms of anticipated loan covenants and some key financial indicators.

Anticipated loan covenants	2026-27	2027-28	2028-29	2029-30	2030-31
Interest cover on EBITDA only basis	314%	327%	186%	226%	239%
Gearing	15%	18%	44%	44%	43%
Security value asset cover forecast	554%	386%	158%	159%	162%

EBITDA – Earnings before interest, tax, depreciation and amortisation

Trends in key financial measures	2026-27	2027-28	2028-29	2029-30	2030-31
Turnover per unit	6,307	7,010	7,637	7,681	7,793
Management and maintenance administration costs per unit	2,140	2,186	2,113	2,025	2,047
Repairs and maintenance per unit	1,285	1,399	1,330	1,349	1,482
Capitalised maintenance per unit	1,053	1,054	957	115	663
Void rent loss %	1.0%	1.0%	1.0%	1.0%	1.0%
Rental bad debts %	1.5%	1.5%	1.5%	1.5%	1.5%
Staff costs as a percentage of turnover	21.8%	20.2%	17.8%	16.9%	16.4%
Gross debt per unit	5,668	9,573	22,000	20,198	19,259
Net debt per unit	3,254	7,006	8,806	16,301	15,499
Net interest per unit	213	469	1,098	883	942

## FUTURE FINANCIAL PROJECTIONS YEARS 6 TO 30 - 2031-32 to 2055-56

This section summarises the financial projections of income, expenditure, assets, liabilities, cash flows and resulting covenant calculation and key financial information over the financial years 2031-32 to 2055-56.

### Statement of Comprehensive Income

<p style="text-align: center;">Turnover £</p> <p>The chart displays annual turnover in pounds from year 32 to 56. The y-axis ranges from 0 to 14,000,000 in increments of 2,000,000. The x-axis lists years from 32 to 56. The bars show a steady upward trend, starting at approximately 7,500,000 in year 32 and reaching about 11,500,000 by year 56.</p>	<p>Turnover increase over the period 2031-32 to 2055-56. This is mainly driven by the annual rent increases of inflation plus 1% until 2040-41 then inflation only.</p>
<p style="text-align: center;">Expenditure £</p> <p>The chart shows annual expenditure in pounds from year 32 to 56, broken down into three categories: Operating expenditure (blue), Net interest payable (orange), and Loss on pension fund (green). The y-axis ranges from 0 to 10,000,000 in increments of 1,000,000. The x-axis lists years from 32 to 56. The total expenditure increases from approximately 5,500,000 in year 32 to about 8,500,000 in year 56. Operating expenditure is the largest component, followed by net interest payable, and a small loss on pension fund.</p>	<p>Management and maintenance administration cost and repairs and maintenance increase with inflation over the period from 2031-32 to 2055-56. There are periodic variations in major repairs based on the cyclical nature of these.</p>
<p style="text-align: center;">Increase in reserves £</p> <p>The chart illustrates the annual increase in reserves in pounds from year 32 to 56. The y-axis ranges from 0 to 4,000,000 in increments of 500,000. The x-axis lists years from 32 to 56. The bars show annual increases that fluctuate between approximately 2,000,000 and 3,500,000, with a general upward trend over the period.</p>	<p>There is an increase in reserves each year. This is based on turnover being more than adequate to meet operating expenditure, net interest payable and an allowance for deterioration in the valuation of the pension fund.</p>

## Statement of Financial Position

<p style="text-align: center;"><b>Trend in Assets 2031-32 to 2055-56 £</b></p> <p style="text-align: center;">32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56</p> <p style="text-align: center;">■ NBV of housing stock ■ NBV of other fixed assets ■ Debtors ■ Cash</p>	<p>This shows the increasing growth in the assets of the Association over the period 2031-32 to 2055-56. This is mainly in relation to investment in the housing stock. There are also increases in cash balances over the period</p>
<p style="text-align: center;"><b>Trend in Liabilities 201-32 to 2055-56 £</b></p> <p style="text-align: center;">32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56</p> <p style="text-align: center;">■ Creditors ■ Loans ■ Deferred grants ■ Pensions liability</p>	<p>Liabilities reduce over the period from 2031-32 to 2055-56. The main reduction is in deferred grants as these are amortised/written out. There is a small reduction in loans but the main loan of £11,500,000 remains outstanding.</p>
<p style="text-align: center;"><b>Capital and reserves 2031-32 to 2055-56 £</b></p> <p style="text-align: center;">32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56</p>	<p>When liabilities are offset against assets the resulting net assets and capital and reserves show a steady increase over the period 2031-32 to 2055-56. This reflects the accumulation of surpluses from the statement of comprehensive income</p>

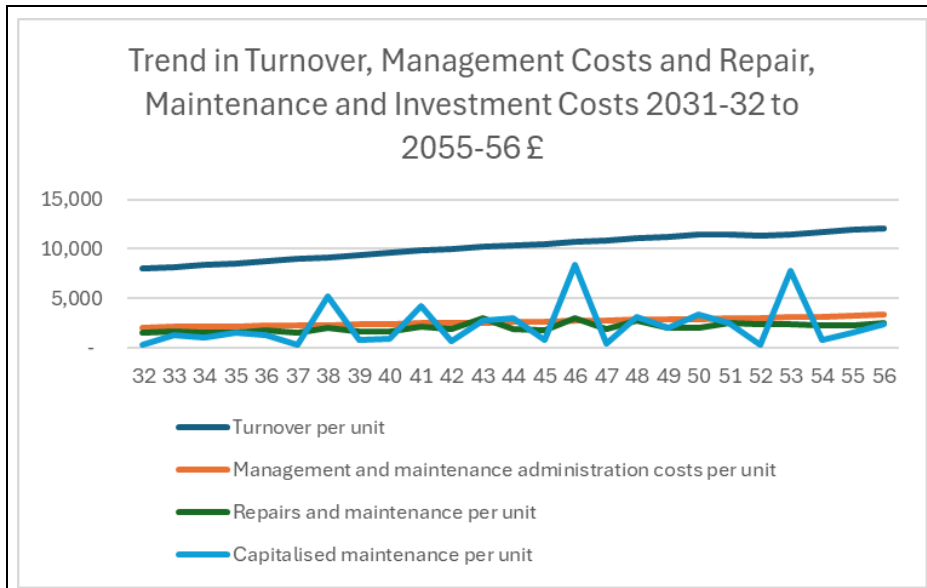
## Cash Flow Statement

<p><b>Cash Flow 2031-32 to 2055-56 £</b></p> <p>6,000,000 4,000,000 2,000,000 - -2,000,000 -4,000,000 -6,000,000 -8,000,000 -10,000,000</p> <p>— Cashflow from operating activities — Cashflow from investing activities — Cashflow from financing activities</p>	<p>This shows the individual cash flows over the period 2031-32 to 2055-56. Operating cash flow is always positive and increasing. Financing cash flows are generally stable. There is some volatility in investing cash flows reflecting the timing of component replacements.</p>
<p><b>Cash Balances 2031-32 to 2055-56 £</b></p> <p>20,000,000 15,000,000 10,000,000 5,000,000 - -5,000,000 -10,000,000</p> <p>■ Change in cash balances ■ Opening cash balance ■ Closing cash balance</p>	<p>This shows the trend in cash balances in terms of annual change in cash balances, opening and closing balances. There are a few years of cash deficits due to the pattern of component replacements. Year end cash balances are always positive,</p>
<p><b>Loans and cash £</b></p> <p>20,000,000 18,000,000 16,000,000 14,000,000 12,000,000 10,000,000 8,000,000 6,000,000 4,000,000 2,000,000 -</p> <p>— Loans — Cash</p>	<p>This shows the loans outstanding and cash balances at each year end. Loans gradually reduce and cash balances increase. The cash balances in 2055-56 are sufficient to repay the loans outstanding then.</p>

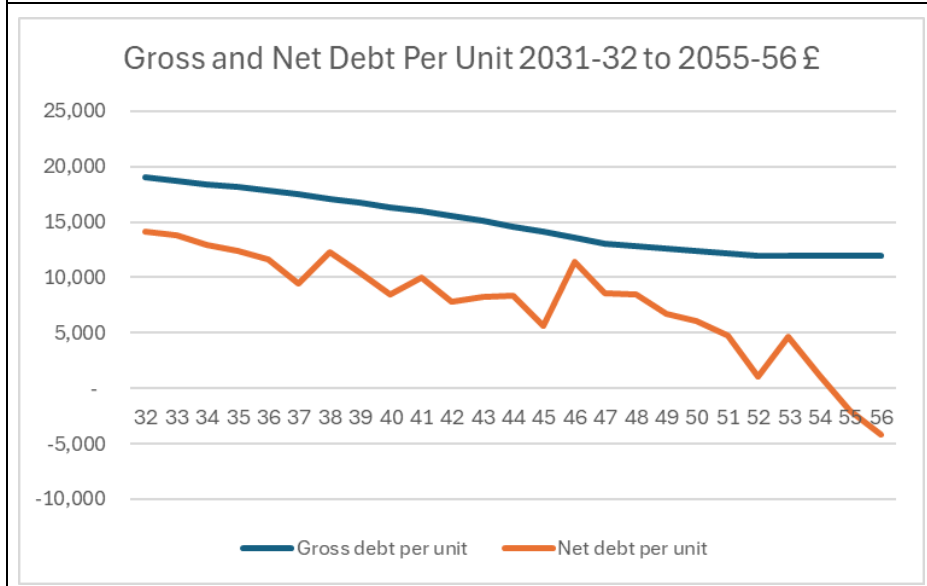
## Loan covenants

<p style="text-align: center;">Interest cover 2031-32 to 2055-56</p> <table border="1"> <caption>Interest cover 2031-32 to 2055-56</caption> <thead> <tr> <th>Year</th> <th>Interest cover (%)</th> </tr> </thead> <tbody> <tr><td>32</td><td>250</td></tr> <tr><td>33</td><td>260</td></tr> <tr><td>34</td><td>300</td></tr> <tr><td>35</td><td>310</td></tr> <tr><td>36</td><td>300</td></tr> <tr><td>37</td><td>350</td></tr> <tr><td>38</td><td>330</td></tr> <tr><td>39</td><td>380</td></tr> <tr><td>40</td><td>400</td></tr> <tr><td>41</td><td>370</td></tr> <tr><td>42</td><td>420</td></tr> <tr><td>43</td><td>330</td></tr> <tr><td>44</td><td>480</td></tr> <tr><td>45</td><td>520</td></tr> <tr><td>46</td><td>390</td></tr> <tr><td>47</td><td>580</td></tr> <tr><td>48</td><td>520</td></tr> <tr><td>49</td><td>650</td></tr> <tr><td>50</td><td>670</td></tr> <tr><td>51</td><td>620</td></tr> <tr><td>52</td><td>680</td></tr> <tr><td>53</td><td>720</td></tr> <tr><td>54</td><td>760</td></tr> <tr><td>55</td><td>780</td></tr> <tr><td>56</td><td>750</td></tr> </tbody> </table>	Year	Interest cover (%)	32	250	33	260	34	300	35	310	36	300	37	350	38	330	39	380	40	400	41	370	42	420	43	330	44	480	45	520	46	390	47	580	48	520	49	650	50	670	51	620	52	680	53	720	54	760	55	780	56	750	<p>Interest cover on an EBITDA only basis is always above 200% and increases steadily over the period 2031-32 to 2055-56. This is driven by the increases in turnover less expenditure with interest remaining largely fixed or reducing slightly.</p>
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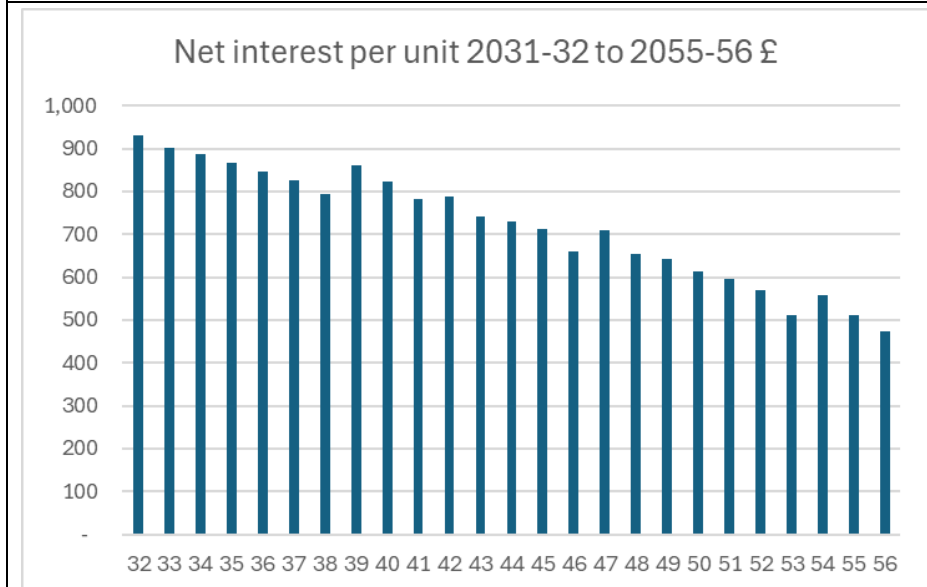
**Key Financial Information**



This shows the trend in turnover, management costs, repair costs and capitalised maintenance per unit. All increase steadily over the period 2031-32 to 2055-56 but there are peaks in capitalised maintenance.



This shows the gross debt per unit based on loans outstanding and net debt per unit after adjusting for cash balances. Debt generally reduces over the period with cash balances exceeding debt by 2055-56.



This shows the trend in net interest per unit. The burden of interest on the Association. With atrial loan repayments and increasing cash balances net interest per unit reduces over the period 2031-32 to 2055-56.

## SENSITIVITY ANALYSIS

A number of sensitivities have been tested. These include a sensitivity on each major element of the long-term financial projections. There is a combined sensitivity bringing together a number of different changes. The sensitivity and impact is summarised very briefly below. The impact of the different assumption for repairs and maintenance inflation based on the Allia C&C recommended assumptions has also been highlighted below. For the combined sensitivity and variance from Allia C&C recommendations the required rent increase to offset the adverse impact on the financial projections has also been estimated.

**Rents** - Net rental income lower by 5% for a 10-year period. Interest and gearing covenants still met. Run out of cash in 45-46. Below 12 weeks cash contingency 45-46 to 48-49. Cash at year 30 is £11.3m compared to loan outstanding of £11.5m so short by £0.2m.

**Rent** – No rent plus 1% uplift for 5 of the required 14 years. Interest and gearing covenants still met. Run out of cash in 45-46. Below 12 weeks cash contingency 45-46 to 50-51 and 52-53. Cash at year 30 is £7.5m compared to loan outstanding of £11.5m so short by £4.0m.

**Staff pay costs and overheads** - Base allowances for staff pay costs and overheads are understated by 7.5% for 10 years. Cash below 12 weeks cash contingency in 45-46. Cash at year 30 is £13.5m – down £2.0m but still enough to repay outstanding loan of £11.5m.

**Staff pay costs and overheads** – Uplift over inflation of 1% for 5 years in addition to uplifts to 29-30. Cash below 12 weeks cash contingency in 45-46. Cash at year 30 is £12.3m – down £3.2m but still enough to repay outstanding loan of £11.5m.

**Repairs and maintenance including component replacements** - Base allowances for repairs and maintenance including component replacements are understated by 7.5% for 10 years. Run out of cash in 45-46. Below 12 weeks cash contingency 45-46 to 47-48. Cash at year 30 is £12.9m compared to loan outstanding of £11.5m – down £2.6m but still enough to repay outstanding loan of £11.5m.

**Repairs and maintenance including component replacements** – Uplift over inflation of 1% for 5 years in addition to uplifts to 29-30. Run out of cash in 45-46. Below 12 weeks cash contingency 45-46 to 47-48. Cash at year 30 is £10.2m compared to loan outstanding of £11.5m so short by £1.3m.

**Interest** – Interest rates higher by 1% in all years. Run out of cash in 45-46. Below 12 weeks cash contingency 45-46 to 49-50. Cash at year 30 is £10.1m compared to loan outstanding of £11.5m so short by £1.4m.

**Combined sensitivity** – A combined sensitivity based on - 5% lower net rental, loss of 1% rent uplift for 5 years, additional 1% uplifts above inflation for staff pays, overheads and repairs and maintenance and staff pay, overheads and repairs and maintenance base costs increase by 2.5% (all for 5-year periods) has been run. The effect of this combined scenario is - Run out of cash in 42-43 and remain in a cash deficit so unable to repay the £11.5m loan.

In the event of the Allia C&C recommended assumption of repairs and maintenance inflation remaining 3.5% above general inflation in the long term then this would require to be offset by an additional rent increase above inflation of around 2%.

## ASSUMPTIONS

The table below sets out the key economic, financial and operating assumptions underpinning the 30-year financial projections.

Heading	Assumption
Inflation	2.58% 26-27, 2.08% 27-28 then 2.0% for all years. This has not changed materially from the previous assumption.
Gross rental income	Based on existing housing stock and current rent levels per 25-26 budget. Rent increase of 5% for 26-27 then at inflation plus 1% for 14 years. This is a significant extension of the inflation plus 1% which was previously only to 29-30. New build houses as per timescale in SDFP and benchmark rent plus 5.0%.
Void rent loss	1.00% of gross rental income.
Rental bad debts	1.50% of gross rental income.
Other income	Based on current income levels, with inflation only increases.
Management expenses – staff pay costs	Based on current staffing structure and grades with increases as per EVH 3-year deal then inflation plus 0.50% until 29-30 and inflation only thereafter. The previous projections had inflation plus 1% to 2029-30. The current projections are higher for the first 2 years then lower for the following 2 years.
Management expenses - overheads	Based on the 25-26 approved budget but also reviewed against actual spend for the previous financial year and to date this financial as well as an assessment of what future spending might be required. Increases at inflation plus 0.25% until 29-30 then inflation only thereafter. This is a reduction from inflation plus 0.5% previously assumed.
Reactive repairs	Based on budget approved for 25-26.
Cyclical maintenance	As per budget 25-26.
Stage 3 adaptation	Set at same level of assumed grant income in other income so no net impact on financial position.
Major repairs	Based on 30-year programme of planned maintenance and lifecycle component replacements arising from stock conditions survey updated to reflect our own current prices.
Inflation on repairs and maintenance	Increases at inflation plus 1.00% from 27-28 to 29-30. This is lower than the Allia recommendation of a long-term forecast for repairs and maintenance costs to increase by inflation plus 3.50% ongoing. This seems an unduly high level of increase on an ongoing basis for 30 years in an activity in which inflation pressures are cyclical. This has been modelled as a sensitivity and would require a corresponding increase in rent levels if this were to arise.

Loan Interest	A 50/50 split between fixed and variable interest rates is assumed for new loans. Variable interest rates of 3.50% 26-27 and 3.25% thereafter. Fixed interest rates based on 10-year gilt 3.98% 26-27, 3.89% 27-28 and 3.88% thereafter for first 10 years then based on 20 year gilt at long term forecast of 4.63%. Loan margins assumed at 1.50% although Allia C&C latest recommended assumptions are lower at 1.00%. This allows some headroom/contingency if these increase between now and agreement of new loans.
New loans	£4.5m to refinance all existing loans in March 2027. £3.5m 25-26 for phase 9 in April 2027. £11.5m in April 2028 for phase 7/8.
Loan repayments	Virgin Bank Loans £0.5m repaid January 2026. RBS existing loans all repaid in March 2027. £4.5m repayable over 20 years on capital and interest basis. £3.5m repayable over 25 years on a capital and interest basis. £11.5m repayable on a bullet basis but refinanced throughout full 30 years.
New Build	Phase 9 - Start April 26. Complete October 27. Capital spend £9.488m. Grant £6.088m. 40 units.  Phase 7/8 – Start March 27. Complete September 29. Capital spend £43.617m. Grant £29.660m. Sales £2.737m. 132 units for rent. 10 units for sale.
Deposit Interest	2.00% below the forecast for variable interest rates
Pensions deficit	Forecast deficit contributions of £27k rising to £29.5k from 26-27 to 29-30. To allow for potential of further adverse changes in funding position, we have assumed annual deficit contributions of £36k per annum for 20 years. This results in an annual deficit payment of £36,000, a loss on pensions fund valuation each year of £36,000 with the liability retained at £131,000.
Other non-current assets	£10,000 per annum plus general inflation from 27-28.

## APPENDIX 1 – The Business Planning Cycle

We will ensure that our business plan is central to the operation of all business activities of Wellhouse Housing Association. We update our business plan in the following way.

- Every 3 years (normally in November) we will undertake a full comprehensive update of the strategic direction of the business. This will be led by the Management Committee at a strategic planning session.
- Annually we will ensure the business plan is updated. This includes reviewing annual delivery plans, financial projections, risk and key performance indicators
- Every quarter we will report on financial progress, performance and delivery against the strategic objectives and risk.

We will refresh areas within the business plan from time to time where there are significant external or internal events that mean a material change in the strategic context or operation of the business.

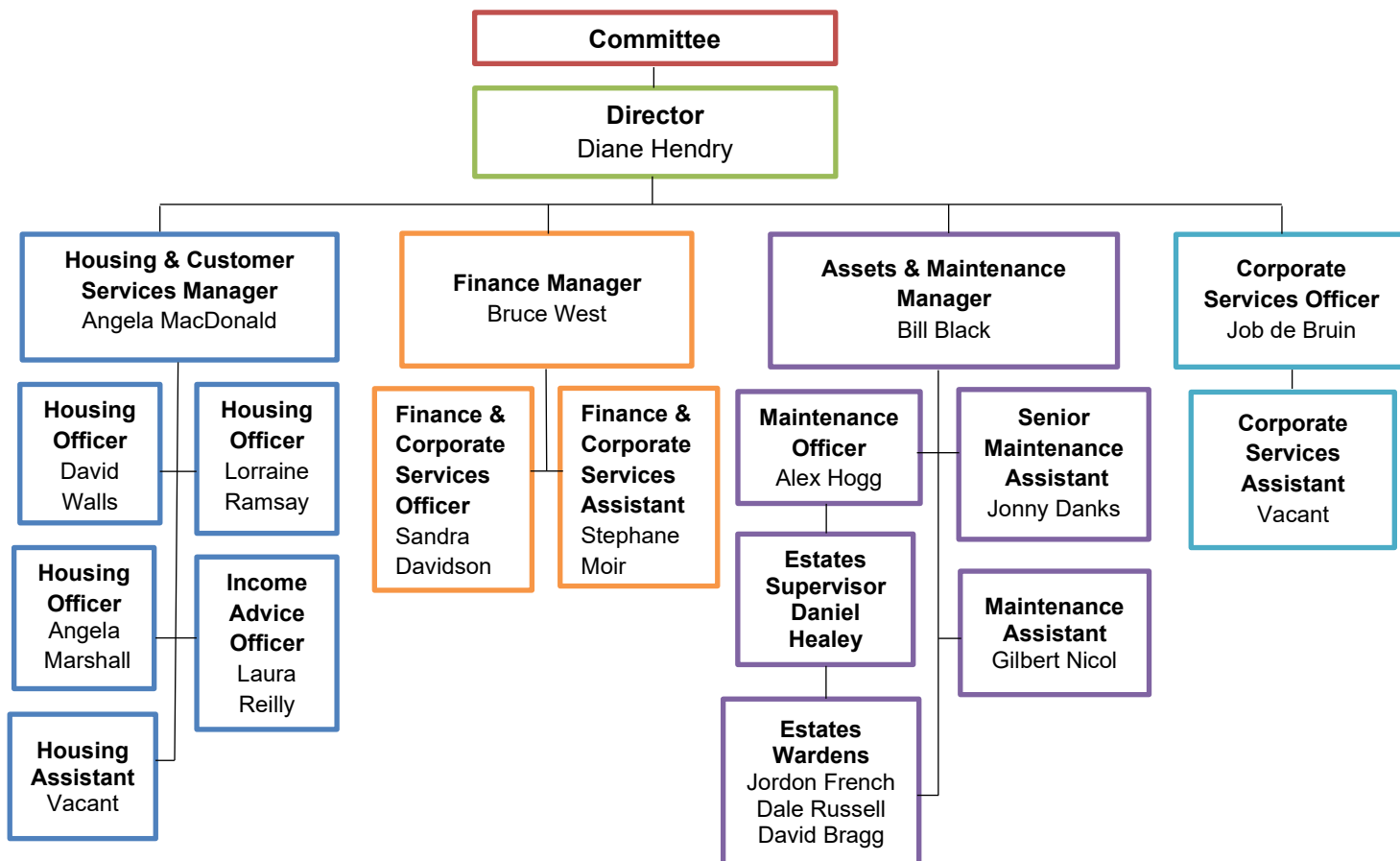
Our plans are devised in such a way that they can be updated quickly should there be a 'shock' to the operating environment, or to reflect changes to the development programme, diversification or impact of changes in the funding markets.

APPENDIX 2 – Business Plan Objectives, Priorities and Measures of Success

Objectives	Priorities	Measures of Success by March 2028
<p>Funding – Remain a financially secure business by maximising income and achieving best value through efficiency</p>	<ul style="list-style-type: none"> <li>• Securing new funding for new build sites.</li> <li>• Re – finance existing loans.</li> <li>• Access public funds.</li> <li>• Maximise rental income.</li> <li>• Collect outstanding rent arrears.</li> </ul>	<ul style="list-style-type: none"> <li>• Bring rent arrears down.</li> <li>• Funding in place for new build development.</li> <li>• Healthy cash surplus.</li> <li>• Lower costs – more VFM exercised.</li> <li>• Budget forecasts achieved.</li> <li>• Component replacement programmes in place.</li> <li>• Access and utilise funds for energy efficiency and carbon reduction.</li> </ul>
<p>Communication – Engage with stakeholders using preferred communication methods to achieve a cohesive inclusive community</p>	<ul style="list-style-type: none"> <li>• Engagement with community.</li> <li>• Improved digital communications.</li> <li>• Improve both external and internal communication.</li> <li>• Hold engagement events.</li> <li>• Heal historical divisions.</li> <li>• Explore alternative means of engaging with tenants.</li> <li>• Improve statistical data of current tenants.</li> </ul>	<ul style="list-style-type: none"> <li>• Update and use tenant portal.</li> <li>• More physical visits to all houses.</li> <li>• Regular tenant engagement groups.</li> <li>• A more productive and better staff morale.</li> <li>• Higher tenant satisfaction levels.</li> </ul>
<p>Stock improvement – Invest in our properties to improve energy efficiency and provide high quality homes.</p>	<ul style="list-style-type: none"> <li>• Condition base line survey conducted.</li> <li>• Regular updates to Stock Condition Survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase home visits to inspect stock.</li> <li>• Source funding.</li> <li>• Increase loft insulation and heat pumps.</li> </ul>

	<ul style="list-style-type: none"> <li>• Access as much grant funding as possible.</li> <li>• Maintain planned maintenance programme.</li> <li>• Review void standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Robust component replacement programme each year.</li> <li>• Achieving energy standard</li> <li>• Improved maintenance performance.</li> <li>• Reduced voids.</li> <li>• Have better quality homes.</li> </ul>
Can do attitude – Encourage innovative thinking and empower colleagues to problem solve	<ul style="list-style-type: none"> <li>• Be creative and innovative.</li> <li>• Have a plan B. Encourage all staff to have a positive attitude.</li> <li>• Improve communication and work with all partners to achieve goals.</li> <li>• Improve staff morale.</li> </ul>	<ul style="list-style-type: none"> <li>• Have a clear distinction between lines of responsibility.</li> <li>• Have all tools needed in place.</li> <li>• Have a focused development in place which will lead to lower staff turnover.</li> </ul>
Estate Improvement – Create a vibrant well-maintained neighbourhood where people are proud to live	<ul style="list-style-type: none"> <li>• Clean and tidy up the open space &amp; gardens.</li> <li>• Encourage tenants to participate.</li> <li>• Have partnership working agreements and review the estate wardens' scope of work.</li> <li>• Encourage a cleaner, greener and safer estate, through more community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Thriving environment with a willing vibrant community hub.</li> <li>• Reduced litter.</li> <li>• Include tenants' responsibilities in the handbook.</li> <li>• Plans in place for back court improvements.</li> <li>• Survey tenants to find out what they want.</li> <li>• Regular presence from third parties such as the council.</li> <li>• Hold on going communication with the community.</li> </ul>

APPENDIX 3 – Organisational Structure and Senior Management Team



**Senior Management Team**

**Diane Hendry – Director**

Diane joined Wellhouse in November 2024 and has worked in housing since 1992, covering a range of operational posts. She has spent 27 years working for community-based housing associations. She has a particular interest in delivering excellent customer services and has a proven track record of increasing levels of tenant satisfaction. She graduated from Glasgow University in 1995 with a Diploma in Housing Studies.

**Bruce West – Finance & Corporate Services Manager**

Bruce has been at Wellhouse since February 2024. A member of the Chartered Association of Accountants, he also has a master’s degree in business administration. Prior to working with Wellhouse, Bruce was Director of Finance & IT for one of Scotland’s largest Housing Associations for 9 years and spent over 10 years as Chief Financial Officer in local government.

**Angela MacDonald – Housing and Customer Services Manager**

Angela was appointed to post in March 2025 and brings to the organisation 34 years’ experience of both housing and maintenance. She has a deep understanding of what makes vibrant communities and the role of tenant engagement in this process. Angela holds a Diploma in Housing Studies from Glasgow University.

**Bill Black – Assets and Maintenance Manager**

The longest serving member of the senior management team, Bill began working at Wellhouse in 2019. He has over 30 years wealth of knowledge and experience working with housing maintenance, local authorities as well as national and community-based housing associations.

APPENDIX 4 – Key Performance Indicators & Targets 2025/26

Business Area	2024/25 output	Proposed KPI 2025/26	Setting Methodology
Average time taken to complete emergency repairs	1.74 hours	< 4 hours	Performance exceeds KPI but these values are contract KPI's
Average time taken to complete non-emergency repairs	2.68 days	< 10 days	Performance exceeds KPI but these values are contract KPI's
% repairs completed right first time	97.97%	> 95%	Performance exceeds KPI but these values are contract KPI's
No of times where statutory obligation on gas not met	0	0	Monitoring that WHA has no breaches of legislative requirements
% of lettable houses that become vacant in year	6.82%	4%	Difficult to control turnover but we aim to support with tenancy sustainment mitigation measures
Average time to relet properties	28.33 days	20 days	Aim to improve through new void procedure being worked on
Rent collected as % of total rent due in reporting year	100.49%	100.5%	Aim to collect in line with this year's achievements. Collection over 100% is more money than rent charge due.
Gross rent arrears as % rent due for reporting year	8.44%	7.44%	Aim to reduce arrears by 1% which was progress in 2024/25
% Rent due lost through properties being empty	0.46%	0.35%	Links to reduction in average time taken to relet properties. Less time taken less void rent loss.

Letting group	2024/25 Targets	2024/205 Outcomes	2025/26 Proposed targets
Internal transfers	20%	16%	20%
Waiting list applicants	35%	42%	35%
Section 5 referrals	45%*	42%	45%

APPENDIX 5 – Delivery Plans 2025/26

Strategic Objective 1 – Remain a financially secure business by maximising income and achieving best value through efficiency					
Key Priorities 25/26	Lead	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress
1. Securing funding for new build sites through government grants and private finance	BW				
2. Investigate funding for energy efficiency and carbon reduction	BB				
3. Complete treasury management review	BW				
4. Consider options for future of SHAPS pension liabilities	BW				
5. Maximise rental income and recover rent arrears	AM	Reported through quarterly KPI report			
6. Demonstrate value through procurement	SMT				
7. Budget forecasts achieved	ALL	Reported through quarterly finance report			

Strategic Objective 2 – Engage with stakeholders using preferred communication methods to achieve a cohesive inclusive community					
Key Priorities 25/26	Lead	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress
1. Form positive relationships with Connect Community Trust	DH				
2. Improve digital communications	ALL				
3. Establishing tenant preferred contact methods through tenant survey	DH				
4. Re engaging with community to heal historical divisions	DH				
5. More staff members estate based	AM				

6. Seek views on internal communication systems	DH				
7. Gather equalities data and form action plan	DH				

Strategic Objective 3 – Invest in our properties to improve energy efficiency and provide high quality homes					
Key Priorities 25/26	Lead	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress
1. Expand knowledge with increased stock condition data	BB				
2. Deliver on kitchen and bathroom renewals	BB				
3. Deliver on window renewal programme	BB				
4. Revamp void property standard	BB				
5. Deliver a high-quality reactive repairs service	BB	Reported through quarterly KPI report			
6. Maintain high standards of resident health and safety CA	BB	Reported through quarterly H&S report			

Strategic Objective 4 – Encourage innovative thinking and empower colleagues to problem solve					
Key Priorities 25/26	Lead	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress
1. Develop a suite of procedures to create clear lines of responsibility	SMT				
2. Celebrate success and achievements	SMT				
3. Ensure support and regular 1 to 1's	SMT				
4. Encourage innovative thinking through business improvement group	DH/BW				

**Strategic Objective 5 – Create a vibrant well-maintained neighbourhood where people are proud to live**

Key Priorities 25/26	Lead	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress
1. Refocus estate wardens on environmental tasks	BB/AM				
2. Improve partnership working with Glasgow City Council	AM				
3. Prioritise external painting	BB				
4. Introduce bulk uplift and garden maintenance scheme	DH				
5. Draw up plans for back court improvements	BB/AM/DH				
6. Introduce close cleaning service	BB/AM				
7. Work with tenants to understand tenancy agreement responsibilities	AM				



Operational risk register		November 2025													Amended risk score and assessment red increase in risk, green reduction in risk		
Reviewed risks highlighted in light blue														Current	Next Review	Comment	
Reference	Risk Category/Heading	Risk Description	Risk Owner	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Controls/Mitigation	Residual Likelihood	Residual Impact	Residual Risk Score	Risk Appetite Description	Risk Tolerance	Further Action	Review Classification	Review Date	Next Review Date	Comment
1	Financial - Rental Income	Rent arrears and empty properties lead to a loss of rent	Finance Manager	4	4	16	Active management of rent arrears, close monitoring of rent arrears, priority to reducing time to let, monitoring of void rent loss.	3	3	9	The financial viability of the Association is sensitive to changes in rental income. It is the largest item in the budget so changes have a material impact. Low appetite for risk.	6	Ongoing active management and monitoring of rent arrears to continue journey of reducing rent arrears. Further reductions in time to let and void rent loss.	Amber risk and above tolerance - review quarterly	Nov-25	Feb-26	No change to risk score and review schedule
2	Financial - Increasing Costs	Costs increase in excess of budget and financial plans	Finance Manager	4	4	16	Monthly monitoring of actual costs compared to budget, regular review of interest rates and inflation forecasts etc, use of fixed interest rates, checking of repair costs, review of lifecycle component replacement against plans, approved staff establishment	3	3	9	Changes to any individual cost items will have a proportionately smaller impact than variations in rental income and some may be offsetting. This is considered a medium risk appetite.	9	None	Amber risk and in line with tolerance - review 6 monthly	Aug-25	Feb-26	
3	Staffing - Staff Availability	We fail to have enough staff in place	Director	4	3	12	Staff recruited up to establishment. Vacancies filled as soon as possible - subject to review of job roles. One current vacancy with one temp cover. Sickness absence is low and stable.	2	3	6	Staff are a key resource. There is little scope in a small organisation to accommodate a significant and sustained shortfall in staffing. On this basis the risk appetite is low.	6	None	Green risk and in line with tolerance - review annually	Aug-25	Aug-26	
4	Staffing - Staff Skills, Knowledge & Competencies	We fail to have the right mix of staff skills, competencies and ensure staff are fully engaged to delivering the objectives	Director	4	3	12	Appraisal process. Staff training and development. Staff meetings.	3	3	9	Having the right staff, with the right skills and competencies who are fully committed is as important as overall staff numbers. On this basis the risk appetite is low.	6	Ongoing work of Estates Management and Business Improvement Groups to secure staff commitment. Staff communications.	Amber risk and above tolerance - review quarterly	Nov-25	Feb-26	No change to risk score and review schedule
5	Legal & Regulatory - Information Governance	We fail to meet data protection and freedom of information requirements	Director	3	3	9	Policies and procedures in place. Minimal requests for subject access requests and foI requests. Requests monitored.No significant history of data breaches. Advice taken from DP/FOI expert at TC Young.	2	3	6	There are reputational risks and financial losses from breaches of data protection and foI legislation. The risk appetite for this is considered low.	6	None	Green risk and in line with tolerance - review annually	Aug-25	Aug-26	
6	Legal & Regulatory - SHR Regulatory Framework	We fail to comply with the SHR Regulatory Framework and Standards of Governance and Financial Management	Director	3	4	12	Annual assurance statement process; internal rules and procedures; internal audit, use of specialist eg solicitors, development agents, treasury advisors; dedicated governance officer; experienced senior staff, audit and risk committee.	2	4	8	Failing to comply with the SHR regulatory framework would be a very significant risk to the future of the Association so risk appetite is low.	8	None	Green risk and in line with tolerance - review annually	Aug-25	Aug-26	
7	Operations & Service Delivery - Complaints	We fail to address complaints and respond to them within required timescales	Director	4	3	12	Complaints policy. Staff training. Monitoring of complaints trends - outcomes, causes and timescales.	3	3	9	High level of complaints and poor response to complaint management will impact on customer satisfaction. Risk appetite is proposed as medium.	9	None	Amber risk and in line with tolerance - review 6 monthly	Aug-25	Feb-26	
8	Operations & Service Delivery - Anti Social Behaviour	We fail to deal effectively with anti social behaviour or relationships between tenants	Housing & Customer Services Manager	4	3	12	Procedures in place. Arrangements with CRU of Glasgow City Council.	3	3	9	High level of ASB will not see the improvement in community and corporate satisfaction which the Association has set as a strategic objective. Risk appetite is proposed as medium.	9	None	Amber risk and in line with tolerance - review 6 monthly	Aug-25	Feb-26	
9	Operations & Service Delivery - Allocations & Lettings	We take too long to let houses when they become vacant	Housing & Customer Services Manager	4	3	12	Monitoring of KPIs for reletting times and void rent loss.	3	3	9	This impacts on financial viability - long relet times equal higher void rent loss. Risk appetite is proposed as medium.	9	None	Amber risk and in line with tolerance - review 6 monthly		Feb-26	
10	Operations & Service Delivery - Reactive Repairs	We fail to deliver reactive repairs timeously and effectively.	Assets & Maintenance Manager	4	3	12	Contract arrangements in place. Monitoring of contractor performance and repair requests. Tracking of KPIs	3	3	9	Satisfaction with repairs is a key area of overall tenant satisfaction. Risk appetite is proposed as medium.	9	None	Amber risk and in line with tolerance - review 6 monthly	Aug-25	Feb-26	
11	Health & Safety - Tenant of tenants	We fail to effectively manage risks to the health and safety of tenants	Assets & Maintenance Manager	4	4	16	Programme of cyclical inspections and component replacements. Emergency repairs dealt with in short timescale. Performance monitored on these.	3	4	12	A failure would have very significant implications in terms of reputation, regulatory compliance and financial penalties so this is considered a low risk appetite.	8	Ongoing monitoring and delivery of works.	Amber risk and above tolerance - review quarterly	Nov-25	Feb-26	No change to risk score and review schedule
12	Health & Safety - Staff & Office	We fail to protect staff and those attending our office against risks to their health and safety	Assets & Maintenance Manager	4	3	12	Health and safety procedures, regular for testing and drills, workplace assessment, in office panc buttons, firstaiders in place, lone working checkins.	3	3	9	A failure would have very significant implications in terms of reputation, regulatory compliance and financial penalties so this is considered a low risk appetite.	6		Amber risk and above tolerance - review quarterly	Nov-25	Feb-26	No change to risk score and review schedule

APPENDIX 7 – 30-year projections – See attached excel documents

7.1 Statement of Comprehensive Income (Years to 30)

7.2 Statement of Financial Position (Years 1 to 30)

7.3 Statement of Cash Flow (Years 1 to 30)

7.4 Covenant Checklist (Years 1 to 30)

7.5 Key Financial Information (Years 1 to 30)

7.6 Assumptions

7.7 Statement of Financial Outcomes

7.8 Summary of Sensitivities